

MAY 1, 1945

TWENTY-FIVE CENTS

Sales Management

ADM
MAN

SALES POLICIES

American Home Products' recipe for healthy growth. PAGE 35 ★

DISGRUNTLED SALESMEN

Twelve prize-winning letters from SM's contest. PAGE 44 ★

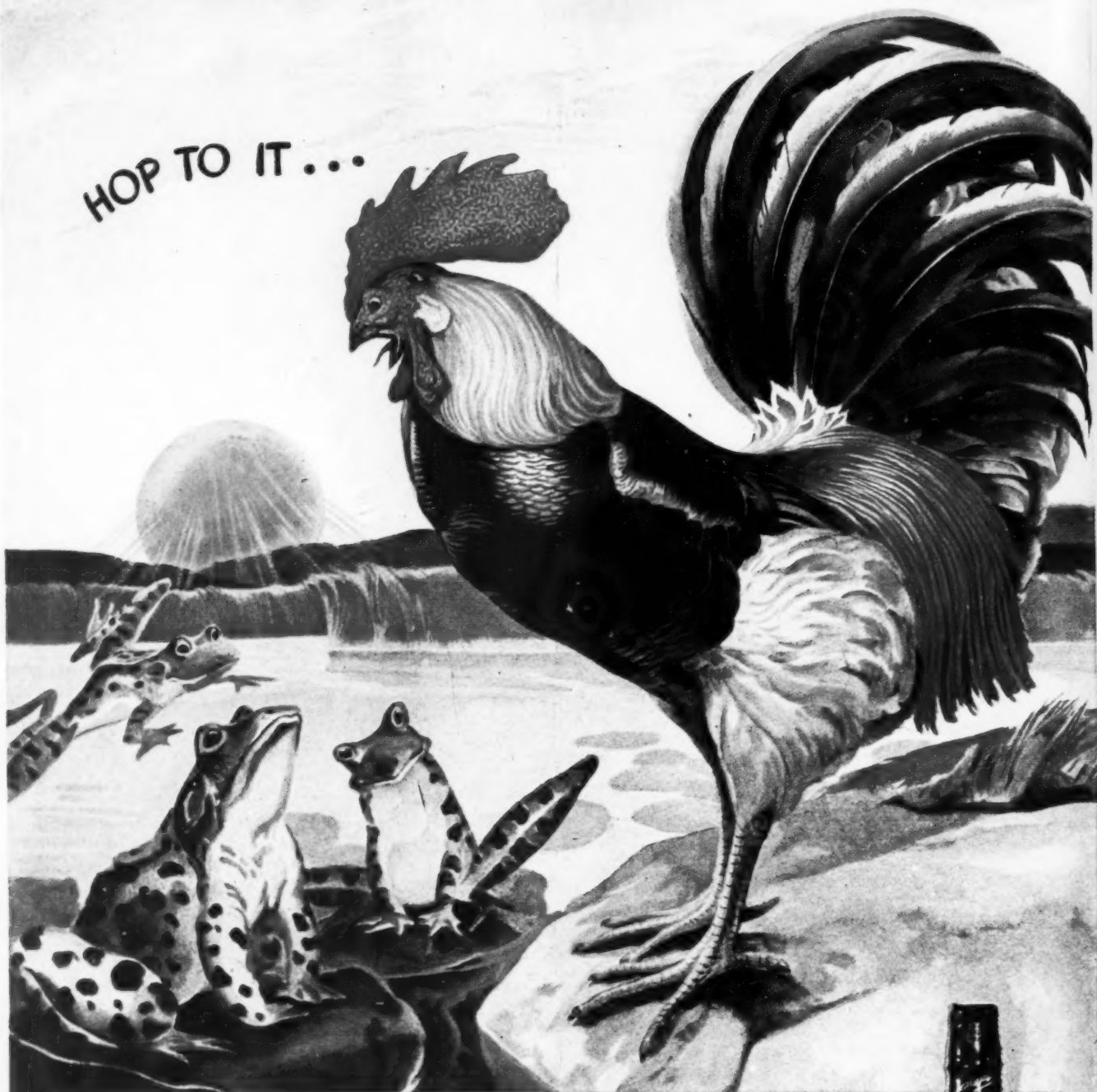
FAIR TRADE

High-court decisions a jolt to price maintenance. PAGE 108 ★

INTRODUCING A NEW FEATURE: "They All Started As Salesmen," pages 38-39

THE MAGAZINE OF MODERN MARKETING

HOP TO IT...



Enjoy that Bright Morning Taste today!

YOU'LL take to the Bright Morning Taste of SCHENLEY Reserve with your first sip of a SCHENLEY-and-Soda. Every

drop is at the *peak* of pre-war quality.

They also serve who BUY and HOLD War Bonds

SCHENLEY
Reserve

PREWAR
QUALITY



BLENDED WHISKEY 86 PROOF. 60% GRAIN NEUTRAL SPIRITS. SCHENLEY DISTILLERS CORP., N. Y. C.



Year's End Event
Nylon Hose
\$18,000,000*

We're fooling about the nylons, of course—but the figures aren't far off the limb that Philadelphia ladies put into hosiery every year.

We're also pretty accurate in saying that The Bulletin—read daily by nearly 4 out of 5 Philadelphians—helps influence 4/5 of the city's total effective buying power. And that is a very large chunk of an annual Philadelphia area buying power of \$2,149,036,000.*

That's why we say that for all practical purposes, ONE DOES IT in Philadelphia. Which ONE? The ONE newspaper with circulation over 600,000, the largest evening circulation in America . . . The Evening Bulletin.

*U. S. Census of Distribution, Philadelphia Area figures

In Philadelphia—nearly everybody reads The Bulletin

Sales Management

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originates at KNX...

so does *Smile in the Morning*

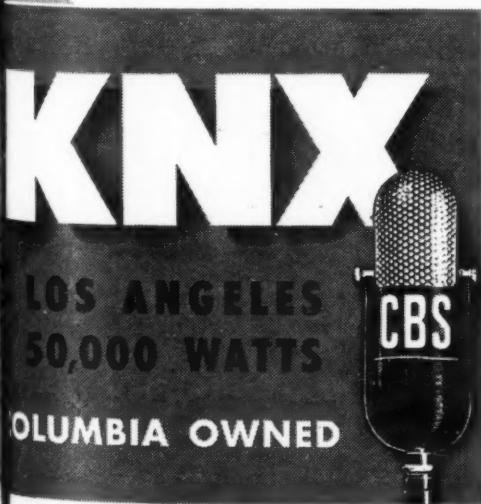
When 237 pounds of Jack Kirkwood bound on-stage at KNX for his daily broadcast, a high tide of humor ripples out across the nation via Columbia coast-to-coast. His antics chase listeners to the verge of hysteria. Kirkwood enjoys it, audiences enjoy it—and, believe us, sponsor Oxydol enjoys it, too. It sells trainloads of granulated soap because of the way mad Mr. K. and his colleagues cavort.

Another type of cheerer-upper is the KNX quarter-hour, *Smile in the Morning*. Songs by baritone Gene Baker alternate with homespun talks about homely happenings... recollections of barefoot summers and school memories... comments on grown-up doings, domestic putterings, even hooked-rug making. Commercials are meshed adroitly with anecdotes and observations voiced in the everyday language of every American home.

The *Jack Kirkwood Show* plays to network audiences. Gene Baker talks only to Southern California. One is national, the other local—but *both meet the same uncompromising standards because they both originate at KNX*. It's a basic CBS premise that local programs must reflect the same care and planning as those produced for nationwide ears. KNX is CBS-in-Hollywood—and KNX *local* shows have behind them the same knowledge, experience and production finesse that distinguish CBS network favorites.

We can't offer either the *Kirkwood Show* or *Smile in the Morning* for sponsorship.

But we do offer them as evidence of what KNX has created for specific advertisers—and proof of what we can do for you. If you need an *original* program to sell *your* product or service in Southern California, see us or Radio Sales.



**Columbia's Station
for all Southern California**

Represented by Radio Sales, the SPOT Broadcasting Division of CBS



For the Safety Pin Set

Babies are the cutest people. They can be more darned fun. But that's at home, after they have been napped, bathed, fed, changed, and provided with a squashy stuffed panda to play with. When Lambie-Pie sets out on a travel jaunt with mother, however, chaos is just around the corner.

Traveling facilities, it seems, are geared to the needs of adults who have steel-plated nerves, plenty of stamina, and an all-consuming yen to get some place else. Who can blame Baby for putting up a howl?

Some kindly soul in the Boston & Maine Railroad's Public Relations Department, obviously a father, is in line for a Lavender Heart from the United Traveling Mothers, for he looked in upon the Situation and called it Deplorable. Being a man of action he forthwith established the recently opened "Infants' Lounge" in the company's South Station in Boston.

Here mothers with small children find complete privacy which they cannot, of course, find in the main waiting room. The nursery lounge contains two cribs; a high chair; comfortable chairs in which mothers may read while their babies sleep or rest; automatic electric bottle warmers; a



One of the cribs in B. & M.'s baby lounge has a new tenant.

two-plate electric stove on which feeding formulas may be prepared, and a regulation table on which mothers may attend their infants. Crib sheets, with a fresh one for each tiny visitor, are included in the facilities supplied by the railroad. A paper diaper supply is available, with a 5-cent fee per diaper. The floor and walls of this babies' room are daily decorated with bunnies, storks, gamboling lambs, storks and puppies.

The new facilities are particularly appreciated by servicemen's wives, many of whom are now traveling long distances with very small children and who often have to wait some time for train connections when they arrive in Boston.

Homemakers' Listening Post

"Questions asked us range all the way from 'How can you house-break a duck?' to 'Where does Lucius Beebe get his evening shirts washed?'" says Eloise Davison, director of the New York *Herald-Tribune* Home Institute.

The Institute, which will celebrate its 30th anniversary next year, is an old hand at helping women solve their wartime home-making problems. A pictograph which answers the question, "What is the *Herald Tribune* Home Institute?" calls it an editorial department that "locates, tests, develops and interprets" news of homemaking.

In a nutshell, this is what the Institute claims: "We gather the news . . . we test and develop it . . . we prepare it for publication . . . we present it." It is presented in the daily columns of the *Herald Tribune*, and in *This Week*.

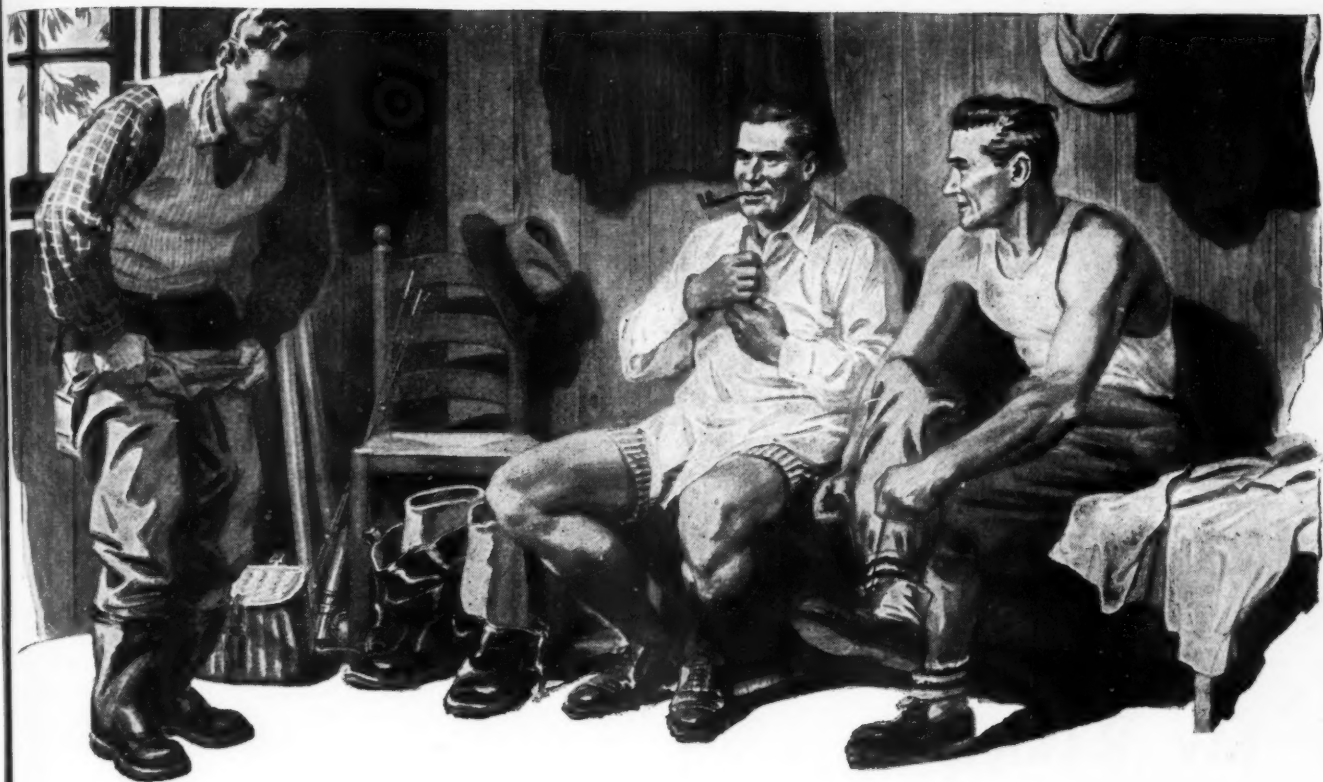
The Institute evolved its service plan (furnishing a leaflet upon receipt of a coupon request and a three-cent stamp) out of self-defense, since there were times when telephone lines were jammed with thousands of calls daily, from women who wanted advice or information. More than 162,000 inquiries were answered last year.

The questions the Institute's staff answers every day provide a revealing commentary on our times, and on what women in the New York area are thinking about.

As an example, there is the high proportion of requests for bulletins on "How to Prepare Dinner in Half an Hour," and on "Cooking for Two." Other subjects are "Meat Substitutes," "How to Clean the Bathroom," "How to Polish Furniture," "How to Remove Common Stains," "Vacations in New York," "Foreign Food Shops," and "Where to Take Aptitude Tests."

Records of responses to any given coupon are kept for five weeks, and they prove quite conclusively that the H-T's women's page stays out of the wastebasket for a longish period, in many a New York home. An example of long-lasting pulling power was noted recently when an offer to tell where to buy a gummed ribbon drew 2,359 inquiries in the first mail after publication, and pulled a total of 12,824 requests during the succeeding five weeks.

Not for all the tea in China would the Institute's writers plug a product or service unless they had tried it and found it worthy. They are always looking for new things and are glad to have them submitted or called to their attention. They never pan anything; they just won't mention it if it does not seem worth while or desirable from the homemaker's viewpoint.



"MOST ACCESSIBLE GUYS IN THE WORLD?"

YOU can make book on this: the bred-in-the-bone sportsman is "the most accessible guy in the world" . . . and the *number one prospect* for any merchandise with *man appeal*!

But being a busy man, he's tough to get hold of at home or in the office. For he works hard to get the means to gratify his *above average* wants.

Yet he *can* be reached in the pages of Sports Afield Magazine—the "gospel" of more than 350,000 outdoor enthusiasts

who buy and read America's *leading* outdoor magazine every month! Advertising pages in Sports Afield are as avidly read as editorial pages, because they, too, contain *news* . . . news of merchandise that men want and buy!



NOTICE!

Sports Afield, America's outstanding outdoor magazine, offers you the largest ABC circulation Guarantee and the lowest basic advertising rate of *any* outdoor publication!



25¢

In the outdoor field ... it's

Sports Afield

A ballad by that favorite
of market men everywhere,
Miss Essex County, N. J.



11
**MY RANKINGS
ARE GETTING BETTER
ALL THE TIME** 12



Newark Evening News

NEWARK, NEW JERSEY

"A Great Medium in a Great Market"



Let 'Em Eat Milk

You couldn't read the little booklet, "Out For Lunch," (which has temporarily caused us to forget the cigaret shortage) and dismiss as unworthy of a second thought, the beverage which cows made famous. We have a new interest in bovine manufacture as of five minutes ago.

The National Dairy Council had Barbara Abel, who has her tongue in cheek and her brain in high, turn out the job to convince 10 million Kitty Foyles (provided the booklet is passed on—which it deserves to be) that lunch is nothing to get snooty about. The Foyles of the business world are notorious for dining at noon on a lettuce sandwich and a coke. And, insists the National Dairy Council, "that ain't the way it should be."

"If your name is George," says Barbara, selecting her audience, "and you wear suspenders, and have a draft number, don't bother to read this."

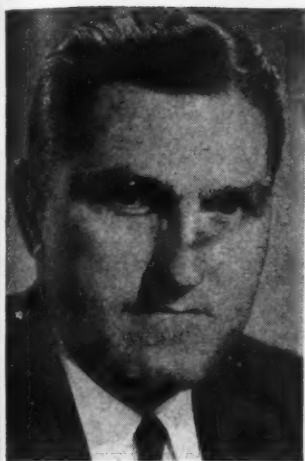
Or, "If you still lick ice cream cones," she adds, including the pig-tail set out, "up to a sharp point, you're too young for this book." If you have breakfast served in bed, she adds, you're too old or too rich. But, "If, when you're called to the phone you ask cagily, 'Is it a man or just a girl?' before you answer," then you're just the type Barbara is looking for.

After the booklet has identified you as its audience, its author tells you a little of the institution known as lunch. It is, she insists, the only meal that has had laws passed about it. Try and find the secretary who'd take a spot that didn't guarantee her time out at noon. And what does she do with it? Mostly she sits in the Rest Room applying nail polish to the run in her last pair of nylons. That, sister, is All Wrong. We know you love your Mother dearly, says Barbara, but that "you'd never let your figure get in the shape her's is." Neither do you have to ease into pernicious anemia.

So Barbara picks up where she left off and gives a round dozen lunch menus, which you can get at the corner drug store and still allow time for kicking the conversation around. They, meaning the sample menus, will *not* shame you when you wear a bare midriff—neither will they have you hanging over the keys at three-thirty.

Women, says Barbara, coming down the home stretch—live longer than men. But if you, as a member of the Clan Female, don't stop your lunch hour indiscretions, the Life Insurance companies will have to adjust their charts. To put you on your mettle Barbara includes in the back of her little job some first-class Vitamin identifications—what they are, what they do, what has them.

To Miss Abel, from SM's Editors, an entirely mythical "Oscar" for her demonstration of feather-touch in salesmanship.



HENRY

H. J. HENRY, director of merchandising, has been elected vice-president of Johnson & Johnson. He joined the Tek tooth brush division in 1935 and was made a director of the firm in 1939.



SMITH

G. H. SMITH is now vice-president and general manager of the Deepfreeze Division of the Motor Products Corporation. He previously had served as general sales manager of Hotpoint Co.



Bachrach

RUSSELL

EDWIN A. RUSSELL, director and sales manager of the Philadelphia Quartz Company has been named vice-president in charge of sales. He now has full administration of the company's domestic sales.



NORTON

FREDERICK H. NORTON is now assistant vice-president in the sales division of the American Car and Foundry Company. He once was associated with American Steel Foundries as sales engineer.



SCHULTE

ARTHUR D. SCHULTE has been elected president of Park & Tilford, Inc. He succeeds his father, now chairman of the board. He had been an executive of the Foreign Economic Administration.



THROCKMORTON

EDGERTON A. THROCKMORTON is now vice-president of the Container Corporation of America. He joined the company 15 years ago and has been sales manager and director of sales research.



DUTTON

LEWIS G. DUTTON has been appointed vice-president and general manager of P. Duff & Sons, Inc. a division of American Home Foods, Inc. He joined the A. H. P. Clapp Baby Food Division in 1937.

Our **\$300-Billion**

The **American**
Magazine

Share your American Magazine, then save it
for the Government's waste paper drive.

WTAM's Sohio Reporter Rates First with Cleveland Listeners

THE most popular news programs in Cleveland. Four times daily, Clevelanders get their news the way they want it... brief, concise and without bias from the Sohio Reporter. A vital, four pronged newscast written and edited in the WTAM News Room. "Another Sohio Service" is another community service by WTAM.... *first* in listening audience, day and night and *first* in all program popularity polls, year after year.



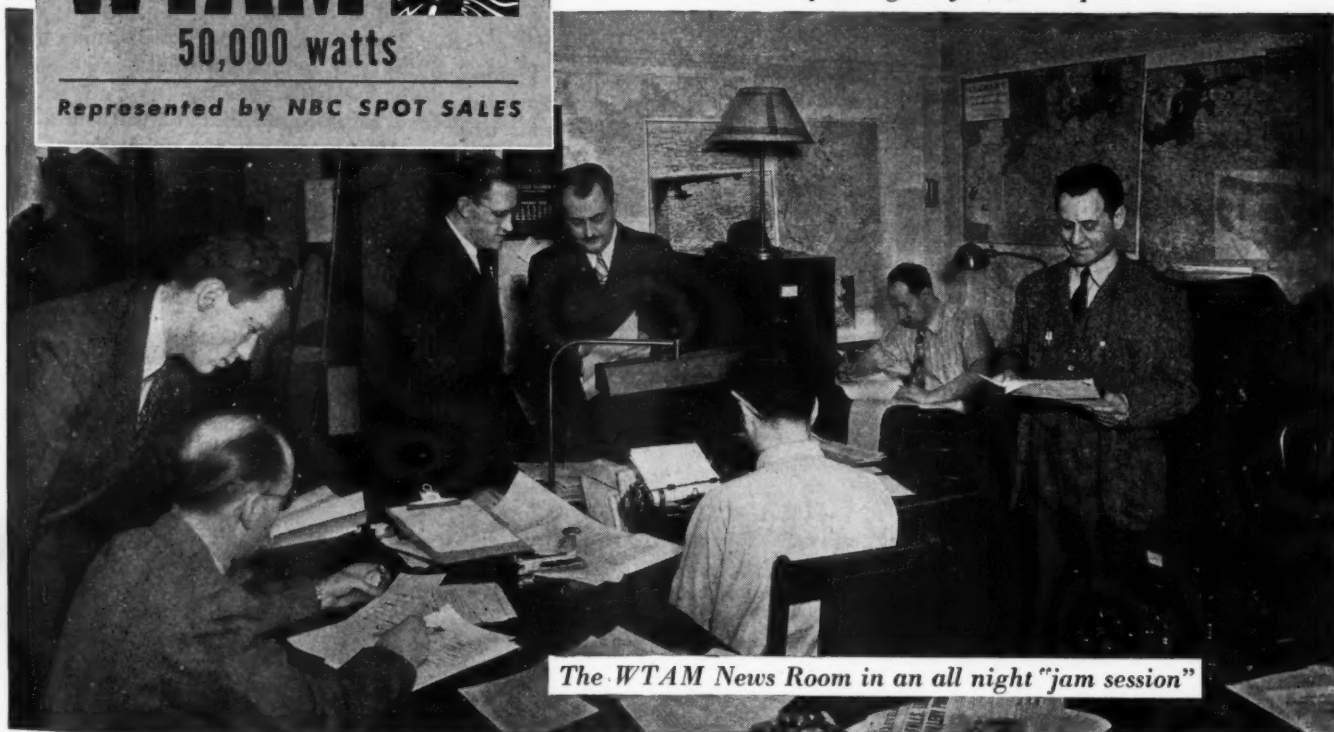
WAYNE JOHNSON... the "voice" of the Sohio Reporter gives facts, not opinions

FIRST in CLEVELAND

WTAM 

50,000 watts

Represented by NBC SPOT SALES



The WTAM News Room in an all night "jam session"

Take a tip from

RALPH E. DORLAND

MANAGER NEW YORK OFFICE
THE DOW CHEMICAL COMPANY
80 ROCKEFELLER PLAZA
NEW YORK CITY

EXECUTIVE OFFICES
MICHIGAN, MICHIGAN



When Ralph E. Dorland, Manager of New York Sales office, The Dow Chemical Company, wants business from the International Paper Company, he calls on H. E. Weaver, Manager of Purchasing.

"I have a healthy respect for a P.A.'s 'approved list'"

"Did you ever stop to think of the responsibility a purchasing executive has to his own company?" asked Mr. Dorland.

"The P. A.' is held responsible by his organization for the quality and uniformity of the products he buys. In addition, he has to be sure of the delivery schedules, service and responsibility of his suppliers. Only when he is satisfied on all these scores does he add your name to his approved list . . . then and then only can you do business with his company."

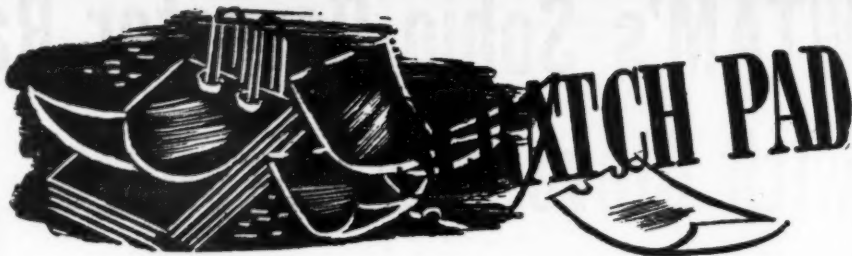
Mr. Dorland's company backs up his belief in the importance of the P. A. as the key factor in industrial buying by advertising regularly in **PURCHASING**—the one magazine that speaks the P. A.'s language. In your own advertising as in your selling you'll find it pays to go direct to the man who has the final Yes or No.

For full facts, write **PURCHASING**, 205 East 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Duncan A. Scott & Company, West Coast Representatives, Mills Bldg., San Francisco 4, and Western Pacific Building, Los Angeles 15.



A Conover-Mast
Publication

PURCHASING



"How to find a satisfactory site!" quips Erie Railroad. Just an Eriesponsible copywriter being given his head.

And King Black Label Whisky extracts an extra meaning out of an ordinary word by setting it: "de **LIGHT** ful."

Speaking of words, I have recently tracked-down the origin of some familiar ones. "Vamoose" is quite likely from the Spanish "vamos" ("we go"). "Palaver" would seem to be a corruption of the Spanish "palabra," meaning "word." And the pidgin-English "savvy" is admittedly from the Spanish "sabe" ("you know"). Even the traditional cry of the court-tipstaff, "Oye, oye, oye," comes out as "Hear, hear, hear." To an inquiring mind, it's fun to see things come into focus.

On the air, they're still singing about *lime* and Coca-Cola, in deference to radio censorship. Maybe they should have tied it up with Beardsley by calling it: "Ruml and Coca-Cola."

Aside to Philco Refrigerator: Why don't you go to court and have your name changed to "Philcold"?

Time really marches on. I wonder how many of you remember what a "B-eliminor" was? Raise your hand.

Just back from a swing through the Middle-West, Jack Lutz saw this sign in 2-foot letters under the bulkhead of a drugstore: "GALLAGHER DRUGS GALLAGHER." Fratricide?, he asks.

B'lony, Jr., house-organ of the Bowman Gum Co., knows a moron who put a chair on his grave for Rigor Mortis to set in.

"It is always our failure to sell; never the customer's failure to buy."
—Nashua Cavalier.

According to *Kasco Informant*, someone once asked Gentleman Jim Corbett what a man must do to become champion. "Fight another round," he said.

How's That Again? Dep't: "True is a magazine for the man . . . the boy you once were wanted to be!"

Tessie O'Paque says there's nothing yellow about Amarillo, Texas.

Writing from St. Louis, Bill Bauer says that people who live in glass houses should wear silica pajamas. Don't basilica, Bill.

Maybe hearing Elmer ("Sizzle") Wheeler the other eve at the Sales Managers' Club inspired it, says U. S. Gutta Percha's Doc Nelson, but he wonders if there isn't a soft answer to that upchuck-promoting question: "Don't youse know there's a war on?" What Doc further wonders is: "Is that quip necessary?"

A crowded schedule prevented the column from printing this nice, rhythmic observation of Hal Speckman's sooner. At the time, he called it "Prophecy Fulfilled," and it goes: "From Malta to Yalta, stretch weary, weary years . . . of blood and sweat and suffering and tears."

Quoteworthy . . . a bit of verse (author unknown) which comes to us by way of Jim Shirreffs, president of S & M Lamp Co., Los Angeles. It isn't profound, but it may help a fellow on some hard-pressed day. Title: "Don't Quit."

When things go wrong,
As they sometimes will,
When the road you trudge
Seems all uphill;
When funds are low
and debts are high,
And you want to smile,
But you have to sigh;
When care is pressing you
Down a bit . . .
Rest, if you must,
But don't you quit.
Life is queer,
With its twists and turns,
As every one of us
Sometimes learns.
And many a fellow
Turns about,
When he might have won
Had he stuck it out.
Don't give up,
Though the pace seems slow.
You may succeed
With another blow.
Often the goal



Saved by Exhibit "A"

MacSwiven had an alibi. He leaned back complacently while his alleged victim told of being slugged from behind on a dark street and rudely divorced from a \$500 watch.

The defense lawyer bounded to his feet. "Your Honor, I move for a dismissal! It would have taken my client a half hour to reach the scene of this crime and return to the bar where several witnesses have testified he spent the evening. But my client, even though he didn't time himself by a clock, swears he went out for only fifteen minutes—to try to buy cigarettes!"

"A likely story!" sneered the district attorney, and schemed to puncture the time alibi. "I challenge you," he roared at MacSwiven, "to sit there now and tell me when fifteen minutes have passed!"

MacSwiven shrugged negligently. His gaze wandered toward the court reporter, and he seemed to count the passing seconds.

Tense silence gripped the courtroom. Everyone eyed the wall clock behind MacSwiven. When five minutes had passed, the district attorney snapped, "Are the fifteen minutes up?"

"Not yet," replied MacSwiven, comfortably crossing his legs.

More minutes ticked away. The district attorney waited breathlessly for MacSwiven to open his mouth and massacre

his alibi. Ten minutes passed. Twelve. Fourteen. The second hand swept through the last minute.

"Now!" observed MacSwiven calmly. "Fifteen minutes!"

A murmur of excitement swept the courtroom. The judge rapped for order. "Case dismissed," he remarked, eying the district attorney coldly.

The defense lawyer rushed to congratulate MacSwiven. "How did you do it?" he demanded in a low tone. "Nobody can gauge time like that!"

MacSwiven gave another negligent shrug. "Nothing to it," he declared loftily. "Look over at the court reporter's desk."

The defense lawyer did so. In clear view—but forgotten by spectators, attorneys and judge—lay Exhibit A, the watch that MacSwiven had stolen and pawned.

This anecdote is based on a recent article in *Inside Detective*. It shows the variety and quality of editorial content that monthly attracts 1,134,003 buyers—and a whopping pass-on audience—to the Dell Detective Group. Hobbyists in crime detection and law-enforcement technique—an interest that cuts across all age and income levels—they are a true cross section of the urban male population. What a splendid market for any product with man appeal!



DELL DETECTIVE GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE

DELL PUBLISHING COMPANY, INC., 149 Madison Ave., New York 16, N. Y.

World's largest publisher of fact-detective magazines—and detective mystery books, featuring Agatha Christie, Dashiell Hammett, Helen Reilly, Carter Dixon, Ellery Queen and other noted writers.

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to cover Tacoma--**

WASHINGTON'S 2ND MARKET ★

**--- center of the forest
products industry!**



No. 5 of
a series

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2nd Market only
one paper does
the job. See how daily
newspapers rank in their
coverage of Tacoma-
Pierce County.

**THE TACOMA
NEWS TRIBUNE'S
COVERAGE IS**

73%

Second Tacoma
Paper's Coverage 47%

Seattle Morning
Paper's Coverage 8%

Seattle 1st Evening
Paper's Coverage 4%

**The TACOMA
News Tribune**



Covering Washington's Second Market

Is nearer than
It seems to a faint
And faltering man.
Often the struggler
Has given up,
When he might have captured
The victor's cup.
And he learned too late
When the night came down,
How close he was
To the golden crown.
Success is failure
Turned inside out . . .
The silver tint
Of the clouds of doubt.
You never can tell
How close you are;
It may be near
When it seems afar.
So, stick to the fight
When you're hardest hit;
It's when things seem worst
That you mustn't quit.

"E.D.F.: Susan Peters played
'Tchaikowsky's Concerto No. 1 in
'Song of Russia.' MGM says she
really played the piano in the picture,
but we do not guarantee this."—From
Laura Lee's column, "In the Movies,"
in the Philadelphia *Evening Bulletin*.
Careful, Laura; you'll be getting an
anonymous letter from Geneva, N. Y.,
hotly denying that Susan Peters really
played the B-Minor Concerto.

Stopper by *Grit*: "He says my fea-
tures are perfect."

DAUGHTER—"Papa, what is your birth-
stone?"

FATHER—"I'm not sure, but I think it's
the grindstone."—*Kasco Informant*.

Two months later Jack Lutz can
still hear the Nazi cry that went up
when our fellows crossed their west-
ern defensive moat, which he refers
to as a Rhine Whine.

Buell Hudson, publisher of *The
Woonsocket Call*, quotes Harry Gra-
ham, chairman of the local post-war-
planning commission, who he says is
a Vermonter, not a Georgia cracker.
Mr. Graham, according to Buell,
threatens to begin a speech by telling
of the moron who thought "post-war"
had something to do with a dog-
fight.

Sometimes, I think advertising
agencies are suckers for going after
association accounts. They're almost
invariably headaches, California Fruit-
Growers to the contrary n. w. s.

Battenfeld Grease & Oil Corp. says:
"Business is ingraining." Pu-leeze!

Allan Converse would like to see a
Gallup poll on the carriage-trade
labeled: "The Survey with the Fringe
on Top."

T. HARRY THOMPSON
SALES MANAGEMENT

"To reach industrial and community leaders, we use The ROTARIAN"

says *Harold Crary*

Vice President in Charge of Traffic for United Air Lines



"Air transportation," says Mr. Crary, "with its three-mile-a-minute speed, is essentially appealing to businessmen and citizenry alive to the advantages of the fastest facilities for movement of people, express and mail.

"Furthermore, air transportation will definitely broaden its market and its advantages will be enjoyed by many more people in the immediate post-war period. Businessmen and leaders in communities, large and small, will set the example for the much more general acceptance of air transportation.

"Rotarians are leaders in communities. They are alert to the new opportunities which air transportation provides. By the power of example they will help the airlines create the much larger market to which air transportation can logically penetrate.

"As a result of our investigation of ways to reach these industrial and community leaders, we use The Rotarian."

You'll cruise in half-million dollar Mainliners



PICTURE giant four-engine United Mainliners winging majestically over the famous Main Line Airway at speeds up to five miles per minute!

A postwar dream? Not at all! History was made recently when United Air Lines signed contracts with the Douglas Aircraft Company for fifty of these half-million dollar Mainliners—a \$25,000,000 fleet of the finest planes in the world. California to New York in only 8½ hours! Just imagine having breakfast in New York, completing a full day's business in Chicago and returning to Manhattan the evening of the same day. Or flying from Denver to Chicago in a scant 3 hours... eighty minutes between San Francisco and Los Angeles... the entire length of the Pacific Coast between lunch and dinner!

The DC-4 United Mainliner will carry 44 passengers in new spacious comfort

at 210 miles per hour—a "four-mile-a-minute" transport! While the DC-6, the even larger 56-passenger sky giant, will cruise at 300 miles per hour—a "five-mile-a-minute" transport!

Both the DC-4 and DC-6 Mainliners will be equipped for daytime as well as overnight sleeper plane service.

The first of United's great four-engine Mainliners are scheduled to go into service along the Main Line Airway next year. Supplementing these giant transports will be United's popular 21-passenger, twin-engine Mainliners.

There will be many new inter-city and coast-to-coast schedules providing finer, faster service for air travelers, mail, air express and air freight.

Supplying the public with the highest type of airline service has always been the policy of United Air Lines. This \$25,000,000 contract for "half-million dol-

lar" transports demonstrates that United will offer greater speed, more flights, finer planes and the last word in service aloft on the Main Line Airway—coast to coast, the route that goes where business is.



A full page advertisement from The Rotarian prepared by N. W. Ayer & Son, Inc., Chicago, advertising agency for United Air Lines.

Our bulletin, "The Uncovered Influence Market," contains facts and figures about the high buying power and the business, personal and community influence of this executive audience (now over 200,000 net paid)... evidence which convinced United Air Lines and many other national advertisers of the merits of The Rotarian. Write for your copy today. No obligation.



THE Rotarian



35 East Wacker Drive, Dept. 14, Chicago 1, Ill.

New York Office: 125 East 46th Street
New York 17, New York

Detroit Office: 7338 Woodward Avenue
Detroit 2, Michigan

Pacific Coast Office: 681 Market Street
San Francisco 5, California

... WHEN YOU GO
WEST OF CHICAGO

STOP

IN THE
QUAD Cities

**More Retail BUYERS
Than in any MARKET**

**BETWEEN
CHICAGO and OMAHA
MINNEAPOLIS and ST. LOUIS**



The latest Hooper listening index (December, 1944 and January, 1945) shows WOC 'way out in front. For example, WOC's morning audience exceeds the combined audiences of all other stations heard, with 53.3!

Mr. Hooper's facts prove the Quad-City market of 218,000 is delivered ONLY by—

WOC

DAVENPORT, IOWA

FREE & PETERS, INC. NAT'L REPRESENTATIVES

BASIC BLUE • 5,000 WATTS • 1420 Kc.

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Salesmen & Social Security

What is the application of the Social Security Act to salesmen and commission agents, and is it necessary to withhold Social Security taxes?

This question, on which there has been much misunderstanding, was clarified recently in a ruling by the U. S. Supreme Court. The court held that commission agent distributors of the Standard Oil Co. are independent contractors and not employees under the Social Security Act, and therefore taxes should not be deducted for them. Direct employees, however, such as salesmen who receive both salary and commission, come under the tax withholding provisions.

In the language of the court: "Generally, when the person for whom the services are performed has the right to control and direct the individual who performs the services, not only as to the result to be accomplished by the work, but also as to the details and means by which that result is accomplished, such individual is an employee."

Is Advertising Deductible?

Is it true that the Bureau of Internal Revenue will refuse to allow deductions for income tax purposes of the cost of institutional advertising?

This question cannot be answered categorically, and it is due for such a thorough airing that it eventually may become the subject of legislation to "clarify the intent of Congress"—a development which would have sweeping repercussions in the whole field of advertising.

The Bureau has refused to allow certain distillers to deduct the full amount of contributions to the Conference of Alcoholic Beverages. It contends that such funds are used to a large extent in advertising and public relations programs to influence legislation.

This interpretation opens up the possibility of application to a long list of advertising funds in almost every phase of business, but so far the Bureau has not attempted a universal application of its opinion. In fact, when the distillers protested, the Bureau began a series of discussions

with them, and its conclusions, as a result, are still only tentative.

However, developments in this respect are worth watching by everyone with any major interest in advertising.

War Workers & Population

Are there any official figures on the new patterns of population concentration brought about by the tremendous migration of war workers?

A careful study by Elmer C. Bratt, National Economics Unit, Bureau of Foreign and Domestic Commerce, indicates that despite the wartime shifting about of millions of the civilian population the pattern of regional concentration of industry in the U. S. today is approximately the same as before Pearl Harbor.

The principal changes from pre-war concentration are the result of a trend away from rural areas and unusual growth of aircraft and ship-building centers. Most extreme expansion has occurred in five states—California, Texas, Ohio, Washington and Michigan. However, over-all concentration has not changed much geographically, in terms of either states or metropolitan areas.

Statistics on Test Areas

What is the best Washington source for statistical information on which to base selection of test areas?

Probably one of the best guides is a series of "county basic data sheets" now being prepared by the Bureau of Foreign and Domestic Commerce intended to supply, in ready reference form, significant statistical information for all counties which enclose or are a part of metropolitan districts or industrial areas as defined by the Bureau of the Census. In states which have neither metropolitan districts nor industrial areas the most populous county is included.

Prepared by the Division of Small Business, the basic data sheets originally covered only 324 counties scattered throughout the country but proved so popular the project was expanded to cover all 48 states. The data is taken from Bureau of Census records, with the exception of two series from SALES MANAGEMENT's Survey of Buying Power. As rapidly as they are completed, they will be available on request from the Department of Commerce, Washington 25, D. C., or from any of its Field Offices.

This Colossus makes PAUL BUNYAN A PIKER

REMEMBER the tall tale of Paul Bunyan? Legend is that, single-handed, he cut all the timber from Maine to Minnesota.

But listen to a greater tale—and this one no legend. Hear the true story of a Colossus who last year cut 6,000,000 cords of pulpwood . . . the Colossus of the Cross Roads . . . the American farmer.

In 1944, primarily as a sideline, this giant logged from his own woodlands more than 35% of all the American pulpwood consumed by our paper-making industry. Thus the farmer not only improved his timber holdings but helped save our war-caused paper shortage from becoming a national catastrophe. And, incidentally, his logging added another 80 million dollars to his steadily growing bankroll!

The farmer last year surprised the nation with record harvests in practically all crops. This, in spite of an acute shortage of farm help and aging machinery. The farmers' total income reached 27.9 billions, his savings 13.5 billions . . . making him the richest farmer in history, and a giant post-war prospect that all Industry is eyeing eagerly.

And as Industry looks toward the farmer, it naturally looks toward Country Gentleman. You can be sure that as soon as the paper shortage eases (and farmers themselves are helping to ease it) Country Gentleman will welcome new advertisers to the post-war "harvest."

The biggest farm sales in history lie ahead!

Country Gentleman

No. 1 with FARMERS—RURAL DEALERS—ADVERTISERS



What business can ignore the farmer's strength?



**1st
in the 6th**

Today's Daily Double. Baltimore and the Baltimore News-Post. A city that's now sixth in the United States and going to stay there. A newspaper that for 17 years has set the pace in reader popularity with the biggest circulation in Baltimore.

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

Post-War Women Workers

What is expected to happen to the employment of women after the war?

After attempting to make adjustments for the many factors involved, the Bureau of the Census in a post-war projection makes the rather surprising prediction that women in the labor force in 1950 will number from 17,500,000 to 18,000,000, as compared to 17,800,000 in 1944.

The Census Bureau estimated that the number of women who had become workers in 1944 purely because of war conditions was approximately 3,000,000, but that many of these will continue to be employed. Census records show that, year after year, the number of women in the labor force increases as a result of both population growth and a consistent tendency for a larger proportion of women to work.

OPA & Dealer Margins

Assuming that price control continues on its present basis, will OPA establish dealer margins on post-war products?

It is very likely that OPA will endeavor to set up rather firm dealer margins in practically all major lines. First test of this policy probably will shape up in the automobile field where discussions already are under way, with OPA promising full consultation with the retail motor vehicle industry before margins are actually decreed. OPA is taking cognizance of factors in increased operating costs such as higher commercial rentals.

It is a foregone conclusion that OPA will grant increases in automobile prices when civilian production starts. Dealer margins, however, will be one of the important control points in anti-inflation efforts. Nothing definite has been worked out yet but OPA is considering similar programs regarding washing machines, radios, stoves, refrigerators and other items for which there is a pent-up demand.

MAY 15

**PUBLICATION DATE OF
SALES MANAGEMENT'S
16th ANNUAL
SURVEY
OF BUYING
POWER.....**

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending May 1, 1945

A Check on Walter Winchell

THE JOB SITUATION IS CHANGING, according to Walter Winchell. In his syndicated column of April 11th he said "New Yorkers are talking about the way the situations wanted columns in the classified ad pages have tripled in the last 30 days. No one yet has noted that trend in economics."

With the thought that this discovery—if true—would be important, SALES MANAGEMENT has just finished a telegraphic check among the newspapers in 20 major cities. The newspaper classified pages are an extremely sensitive index of business conditions. Employers and employees can get in and out of those advertising pages on a moment's notice. Ever since the war started there has been a mounting increase in the number of help wanted ads even though the number of lines may have shown a decrease because the paper shortage has forced economical use of space.

In the telegraphic survey SM asked newspapers, "During last thirty days has there been any appreciable change in volume situations wanted advertisements classified or display in newspapers your city and if so in what direction?" Here is a summary of the responses:

New York: Slight increase in classified situations wanted and a very considerable increase in situations wanted display ads.

Boston: No increase in volume.

Newark: Definite upward trend over a year ago.

Buffalo: Situations wanted ads exclusive of domestic help have increased 25% week of April 2 compared with week of March 5. Most ads sought employment in executive, clerical, or general office occupations.

Philadelphia: Slight increase March over February and first half April over similar 1944 month.

Detroit: No increase in situations wanted male, but slight increase with females.

Cleveland: Fewer situations wanted ads. Combined male and female: 2,474 ads in February, 2,154 in March.

Cincinnati: Situations wanted classified dropped 11% in March from February while help wanted shows a gain of 44% for the first quarter this year compared with the similar 1944 period.

Toledo: 132 situations wanted ads in February, 181 in March.

Columbus: A slight increase in both March and April.

Chicago: Decline of 10.8% in classified situations wanted ads during past 30 days.

Milwaukee: Situations wanted classified shows a 6% gain. For the first three months of 1944 there were losses

in every period, and the total loss for the year over 1943 was about 10%. The first quarter of 1945 consequently shows a marked change.

Minneapolis: Fewer situations wanted ads in the first week of April as compared with the first week in March, and a decided increase in help wanted ads.

St. Paul: A 25% increase in last thirty days over the January-February average, but a loss in March as compared with the same 1944 month.

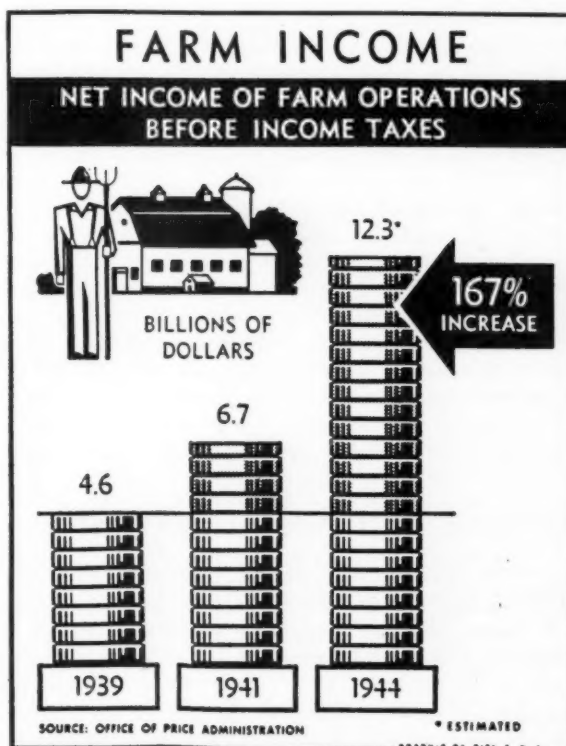
Des Moines: 1,749 situations wanted ads for the thirty days ending April 12 as compared with 1,469 for the thirty-day period ending March 6. Most of the increases are seasonal ads of painters, plasterers and gardeners.

Los Angeles: No appreciable change.

Spokane: No appreciable change. Volume of help wanted ads still at record level.

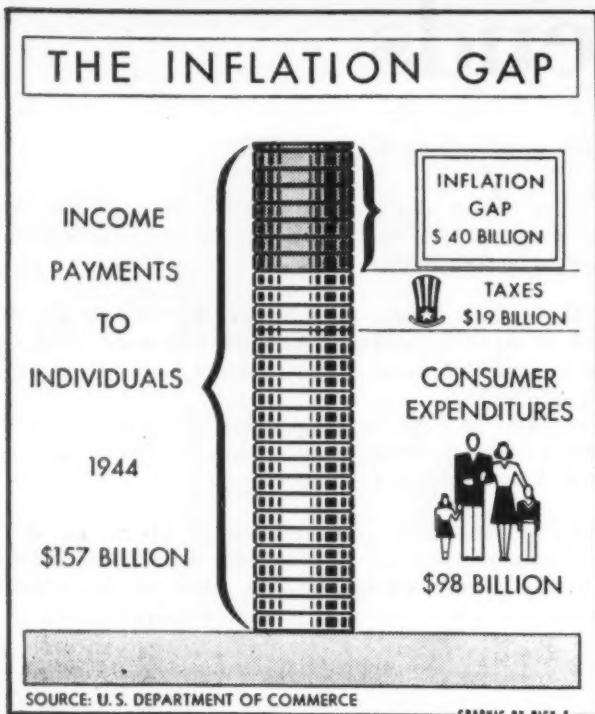
Memphis: Situations wanted ads have declined almost to vanishing point. April 11 papers carried only three advertisements—all colored girls wanting part-time work.

Washington: A 3% increase in situations wanted ads this March over March of 1944. Fewer unemployment claims week ending April 7 than the month previous and about the same as a year ago.



1944 was the biggest year for American farmers. The gross income from farming hit \$21.2 billion (see the detailed breakdown by states and counties in SM's May 15 Survey of Buying Power) and the net income before taxes increased 167% over the "good" year of 1939.

MAY 1, 1945



The Committee for Economic Development (see "Removal of Wartime Controls" on this page) senses the peril of inflation and urges a gradual, rather than a speedy, lessening of wartime rationing and price controls.

Atlanta: Situations wanted volume has fallen materially in the past thirty days while help wanted ads have increased 20%.

Fort Worth: Situations wanted ads show a decline in April as against March while help wanted ads have increased.

The Metropolitan Life Insurance Co. maintains a running index of the number of help wanted ads in the newspapers of more than seventy cities. These figures to the end of January show an all-time high since the beginning of the series in 1929.

It is the opinion of SALES MANAGEMENT's editors that Mr. Winchell made a broad statement which cannot be justified by the facts. There is in most cities a seasonal uptrend in situations wanted ads of the type mentioned above in connection with Des Moines. Even in some of those cities where there have been considerable lay-offs due to completion of war contracts, the over-all job situation continues tight. The survey justifies the assumption that the released war workers (up to this time) can and do find other jobs without recourse to the classified pages.

Salesmen and Social Security

SALESMEN WHO CAN BE CLASSIFIED AS INDEPENDENT CONTRACTORS are not subject to Social Security taxes. This has long been an assumption but has now become a judicial ruling. The U. S. Circuit Court of Appeals for the Second Circuit (Rochester, N. Y.) decided against the Collector of Internal Revenue who sought to recover \$370 in Social Security payments from salesmen of the Central Specialty Co.

The company sells household furnishings including rugs, lamps, blankets, and deals directly with the housewife by house-to-house canvassers.

"The only compensation of the salesmen was on a commission basis" the Circuit Court held. "Under the prevailing arrangement they furnished their own transportation and were completely free to solicit sales when, where and how they pleased.

"The absence of a supervisory power to control the method and detail of performance is the significant factor."

Removal of Wartime Controls

THE COMMITTEE FOR ECONOMIC DEVELOPMENT has released under the title, "Post-War Employment and the Removal of Wartime Controls," a statement on national policy which deserves careful reading by every business man. This great organization, headed by Paul Hoffman, has consistently taken a liberal and forward-looking position on economic matters, and has followed the principle that the national interest is more important than the strictly business interest; that no single part of the national economy should be allowed to prosper at the expense of other parts.

In this 32-page pamphlet the Committee for Economic Development has taken a stand on the proper policy to be followed in the relaxation of every type of wartime control.

They point out that signs of deflation may appear soon after V-E Day, and yet be a trap similar to the decline beginning in December, 1918. Folks then assumed that the economic home front was safe from inflation. Then, when they were unprepared, inflation struck and continued until May, 1920. Sugar, as an example, rose from a low of 4.99c per pound in 1918 to a high of 22.56c per pound in early 1920, and then collapsed to 2c per pound in 1921.

Here are some of the highlight suggested policies from the pamphlet: Allocation controls for civilian production should be ended selectively at any time a shortage of a particular material no longer exists and supply and demand come into such balance as to remove danger of inflationary price levels . . . General price advances should be resisted, but prompt adjustment should be permitted prices which deter production because they do not bear a reasonable relation to cost at normal levels of production. . . . Although rent controls should be liquidated as soon as practicable, they may be necessary for a longer period than now seems needed for most other controls. . . . Consumer rationing should continue wherever serious shortages exist. Informal dealer-controlled rationing should be used on non-essential products when shortages cease to be severe, in advance of the removal of price control.

Manpower controls should end at any time from now until V-E Day in any area where the need for them disappears. Because of wide variation in local conditions they were set up on an area basis and they should be ended in the same way. . . . Beginning with V-E Day, wage controls should be more flexibly administered, with increased freedom provided for independent employer-employee decision within the framework of a defined government policy. To prevent inflation general wage advances should be resisted, but prompt adjustments should be permitted of wage rates which are out of line. . . . Present regulations on installment credit should be removed only when the production of durable goods has reached a peak and starts to decline. The aim should be to time the removal of installment credit regulations so as to extend the plateau of high demand in each important durable goods industry.

—PHILIP SALISBURY

American Home Products Corp. has now passed the \$100,000,000 mark in annual sales volume. Without sound organization it could easily become the victim of its own size. How it draws its lines of sales authority from top management down, is explained by the man who heads one of the biggest operations of its kind in America.

Top Management Policies That Speed Healthy Sales Growth

IN 1944 American Home Products Corporation did a gross volume of \$105,000,000—an increase of \$16,000,000 over 1943. It marks the peak year in the firm's 19-year history, and the eleventh year of successive increase in sales.

One major factor behind the big jump in sales volume is a program of diversification and expansion under which A.H.P. has acquired since 1935, twenty-seven new companies, mostly in the ethical drugs, packaged drugs, foods, household products, and cosmetics fields.

"No Preconceived Mold"

A.H.P.'s top management, however, credits much of the tremendous growth in sales of its companies—both the newly acquired ones and those already owned—to the fact that the corporation has no preconceived operational mold to which a company must conform. For example, A.H.P. has consistently avoided an error commonly committed by many a corporation when it absorbs a new company. That error is to revamp the newly acquired organization to conform, regardless of the nature of its product and particular market, to the corporation's preconceived plans—plans based on the corporation's past operations and marketing experiences.

But equally important is the general management set-up based on these three management principles:

1—The integration of the subsidiary companies and newly developed or acquired products into their proper operating divisions — ethical drugs, packaged drugs, foods, household products, cosmetics, foreign and export.

2—The maintenance of a strongly patterned liaison program through highly efficient service departments which act as advisers, consultants and expeditors for the six operating divisions and their companies.

3—The decentralization—in so far as it is practical—of production and distribution by organizing district branches, laboratories and warehouses to make for speedier, more economical distribution.

Through this three-point policy, it may be readily seen, all subsidiaries, while exercising a wide degree of autonomy, share in and may draw upon a vast pool of operating facilities, production and marketing experiences, and top-flight talent to expedite any program or assist with any problem. Greater benefits through research and economies in production and distribution are thus realized—benefits that can be passed along to the consumer and pave the way for greater sales volume.

Functioning in a correlating capacity—dealing with policies and strategies that effect *all divisions*—are the three major management committees of A.H.P., that operate under the overall Executive Committee, the policy-forming group. The Finance Committee is concerned primarily with budgeting, and the Administrative Committee with personnel policies and plans for widening employment. The Operations Committee is chiefly concerned with production, distribution, advertising, decentralization of operations, and plant expansions.

The Operations Committee is a



Based on an interview
by Terry Armstrong with

**WALTER
SILBERSACK**

*Executive Vice-President
and General Manager
American Home Products Corp.
New York City*

major link in the unified management program. Its chairman is the executive vice-president and general manager and it is composed of the heads of the various operating divisions. (See chart.)

Policy in Action

Sales Set-up. Each subsidiary within the operating divisions has its own selling organization—headed up by a sales manager. As in the case of American Home Foods, Inc., he may direct the activities of as many as 300 salesmen and territorial sales supervisors.

Selected for his thorough understanding of his products' particular market, he has complete authority in hiring sales personnel, in the method of training, in assigning territories and in determining sales policies.

However, to achieve the highest in sales potentials he not only works closely with his own advertising manager and staff, but also through the parent organization's Operations Committee. This is particularly so in matters of selling costs controls, or in instances which call for a marked revamping of sales and advertising policies, expansion to new markets and the acquisition of new products for the line.

Advertising. As in the case of production and sales, each company administers to its own needs in this field. It maintains its own advertising staff, experienced in the type of merchandising indicated for a successful operation in its own field. In addition, it has the full cooperation of the parent organization's central advertising department. This group correlates the advertising work of all companies—suggests, expedites, and eliminates uneconomical duplication of effort.

Typical of the economies in this A.H.P. advertising service is the purchasing of radio programs. The corporation buys all radio time and

then makes it available to the member companies. This procedure is followed because single unit-buying has, in many cases, resulted in choicer hours of the day for broadcasting and has proved the most economical way to contract for radio time. At the present time, eight coast-to-coast programs are sponsored by the corporation's Whitehall Pharmacal Co. alone, for its packaged drugs.

To facilitate its advertising operations, A.H.P. employs 12 of the most prominent agencies the services of which are fully utilized by A.H.P. sales and advertising executives.

Sales Training. While each company has the supervision of the training of its sales personnel, it may call upon the cooperation and training experiences of fellow companies and the corporation's major Operations Committee.

As an illustration, some 35 representatives of Wyeth International, Ltd., in Latin America, including 10 supervisors representing as many countries, recently attended a 4-week conference program in New York City and Philadelphia. Executives from all of A.H.P.'s pharmaceutical companies presented the latest information on uses of the various products and recent developments on new products.

The visitors were taken on tours of several plants to see actual laboratory, research, controls, and production

work. The schedule included 10 days with Wyeth Inc., representatives in Philadelphia, a week with Ayerst, McKenna & Harrison, Ltd., in New York City and Montreal, two days with International Vitamin Corp., and a final week with Wyeth International, Ltd., New York City. A.H.P.'s policy of integration enabled these representatives to gain in a few weeks' time what ordinarily would have taken them months to explore and absorb.

Again, the advantages of A.H.P.'s policy of integration, when fortified by a highly active liaison program, is reflected in the case of its subsidiary, Ayerst, McKenna & Harrison, Ltd. Engaged in a highly scientific field, one of Ayerst's major problems, now heightened by the manpower shortage, is the hiring of sufficient representatives qualified to interpret properly its products to the medical profession. Nevertheless, as a member company of A.H.P., Ayerst succeeded in meeting its detail-sales staff's needs in the United States during 1944.

Public Relations. As one of the leading providers of drugs, foods, household products, and cosmetics, A.H.P. conducts a regular program for the constant dissemination of pertinent news about the various divisions and companies and their products. Public relations activities are correlated under the administration of the director of

public relations. His department also conducts group selling activities with trade and business organizations.

Through this department the corporation expresses its attitude that the public, as well as its stockholders and employees, is entitled to know about the development of life-saving drugs, health-maintaining foods, and new conveniences for better living—and also it aims to interpret what the company is doing to create greater productive capacity and employment through expansion and diversification.

All in all, the corporation's divisions are so organized as to attain the highest potential in sales efficiency. In sharp focus the formula reveals itself as simply good products and highly trained sales personnel coupled with effective, consistent advertising to the appropriate markets. For example, Boyle-Midway, Inc., maker of hundreds of household items, has more than held its own in achieving high sales volumes, despite raw material shortages, shipping difficulties, and manpower problems.

Research and Product Development. All told there are over 170 leading scientists working under the A.H.P. banner. They are actively engaged in uncovering new benefits for mankind, improving existing products and keeping them to a uniform high standard. These scientists, while generally connected with the research and control laboratories of the various manufacturing plants work in close cooperation with A.H.P.'s new Product Development Department staff whose job is to eliminate overlapping effort and effect exchange of information among all laboratories.

Among the leading developments forthcoming from A.H.P. laboratories this past year is a digitalis product trade-marked Purodigin (Wyeth, Inc.). This product is said to simplify the treatment of heart failure and does away with many of the difficulties hitherto encountered in the administration of digitalis. Other important products forthcoming from long research and experimentation have recently been announced by Ayerst, McKenna & Harrison, Ltd. These are Antipertussis Serum for the active stages of whooping cough, and Endotoxoid Vaccine for whooping cough immunization. In addition, A.H.P. laboratories were among the first to solve the problem of how penicillin might be administered orally.

A.H.P.'s policy of decentralization supplies the profitable advantage of having some of its production plants near sources of raw materials. One example of this is the Clapp's Baby Food plant in Rochester. Ideally situ-

AMERICAN HOME PRODUCTS CORPORATION'S operations are diversified and far-flung.

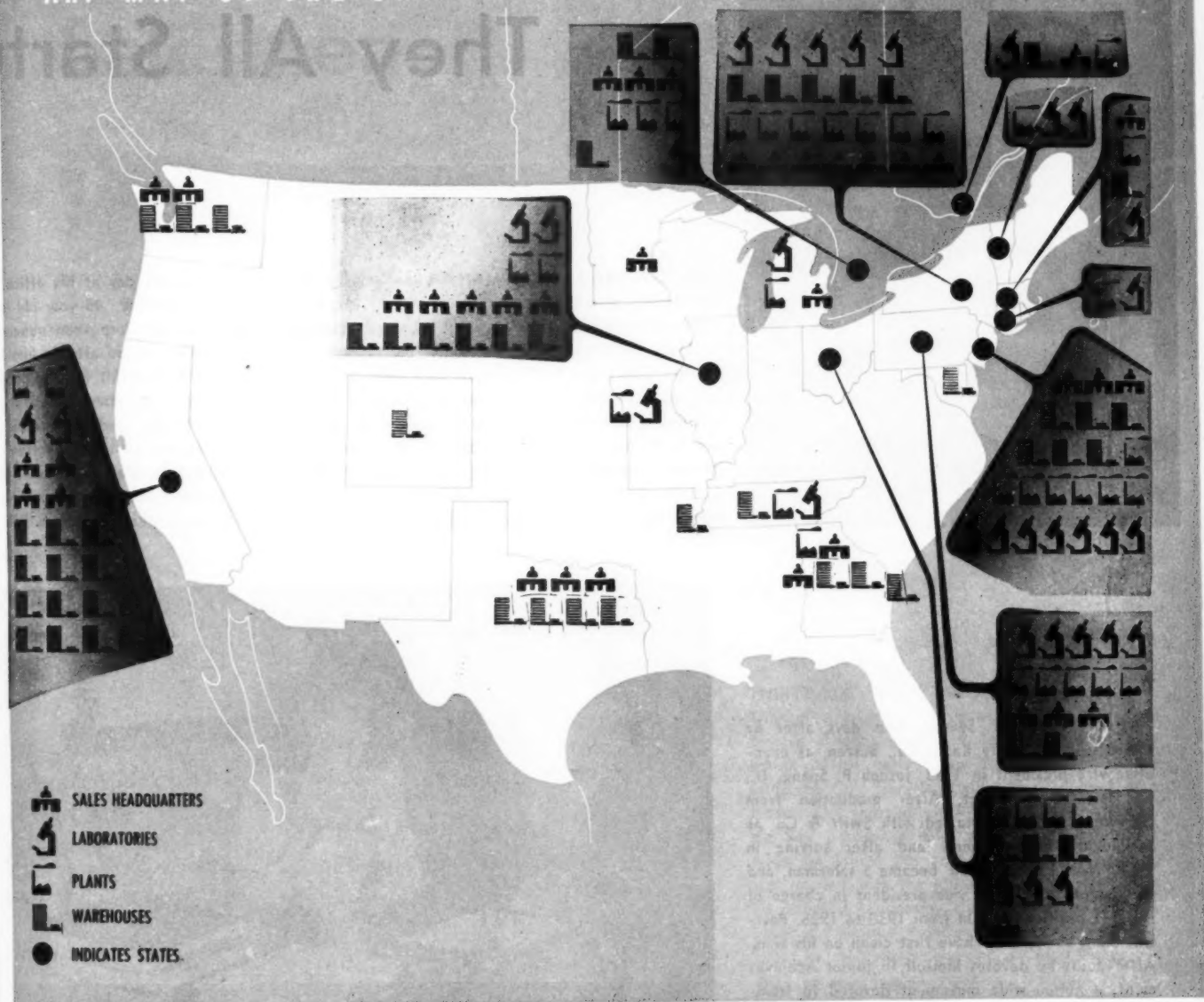
Within the corporation are some 50 companies and divisions producing, in all, approximately 5000 products. There are 37 domestic and Canadian manufacturing plants and 33 research and control laboratories in the United States and Canada.

A. H. P. companies have operational centers in 41 cities in the United States and in five Canadian cities. In addition, there are 24 wholly-owned A. H. P. Foreign subsidiaries—many with research and control laboratories—housed in the following cities

London, England
Durban, South Africa
Buenos Aires, Argentina
Sydney, Australia
Auckland, New Zealand
Mexico City, Mexico
Dublin, Eire
Calcutta, India

There are distributors of A. H. P. products in the principal countries of the world and the distribution network will be further expanded when peace comes.

AHP MAP OF THE UNITED STATES AND CANADA



This chart from the A.H.P. Year Book gives a clear idea of the extensiveness of the corporation's operations in the domestic and Canadian markets. The key in the lower left hand corner of the map helps to reveal not only the locations of the sales

headquarters and manufacturing plants, but also those of the laboratories and the 55 warehouses. Plans for post-war foreign expansion are being formulated. For the location of A.H.P.'s foreign subsidiaries and distributors see box on opposite page.

ated in an excellent growing area, Clapp's food technologists and production engineers, working directly with farmers, exercise the highest degree of selectivity in the matter of raw foodstuffs. Also, the initial cost of transportation of raw materials to the plant is greatly reduced.

However, in some instances the decentralization process is determined by transportation or warehouse factors.

Furthermore, A.H.P., through its decentralization policy, expects to contribute to the fairer distribution of employment.

Especially in the Foreign and Export Division this policy of decentralization of production and distribution

has helped materially in overcoming wartime difficulties of supply and transport.

In the foreign division are the two recently reorganized companies—Wyeth International, Ltd., handling products promoted through the medical profession and Home Products International, Ltd., which handles popularly advertised products. In addition, there are 24 other foreign subsidiaries in eight countries.

Plans for the expansion of this foreign and export division are already in the works. As conditions improve abroad the Foreign Division will establish organizational set-ups in the foreign markets that duplicate those in

the domestic divisions of the company.

Already the over-all management of American Home Products Corporation is dividing the world commerce picture into trading areas. A territorial supervisor, with separate sales departments, is being established in each of these areas.

Such plans for post-war foreign expansion are well warranted. In England, despite the shortages, bombings and transportation difficulties, A.H.P. sales increased 21.9%; indeed, overall foreign gross sales were 23.6% greater than in 1943. As one may judge from this, there also has been a healthy growth in sales volume in countries not shut off by the war.



They All Starters

EIGHTEEN-HOUR-A-DAY-MAN: When he isn't spending a strenuous day at his office or off conferring with some group of A.H.P. executives, Walter Silbersack, 43-year-old executive vice-president and general manager, American Home Products Corp., can generally be found amid his vast collection of phonograph records. Symphonic music affords him his greatest relaxation. Studied music as a youngster and even now will pinch-hit for the pianist at a party. While attending the University of Cincinnati he took a part-time job with an advertising agency. Here he more than sampled the business of selling and merchandising and forthwith made it his career—so much so that he later returned to the University as assistant professor of marketing and merchandising. Silbersack was general manager of the A. S. Boyle Co. when it was acquired by A.H.P. in 1927. An article explaining the management policies and rapid growth of American Home Products Corp. appears on pages 35-37.

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79-DAY WONDER: Seventy-nine days after he joined Gillette Safety Razor Co., Boston, as executive vice-president in 1938, Joseph P. Spang, Jr., was elected president. After graduation from Harvard in 1915, he started with Swift & Co. as a slaughter-house laborer and after serving in World War I he returned, became a salesman, and worked his way up to vice-president in charge of sales—a position he held from 1930 to 1938. Post-war plans for Gillette have first claim on his time. After hours he devotes himself to Junior Achievement, a nation-wide movement devoted to training teen-age boys and girls in business management. Two of these Junior Achievement youngsters are with him in the photograph at the right.



SAYS HE WAS A PRUNE PEDDLER: Clarence Francis, chairman of the board, General Foods Corp., has served in the packaged food business 30 years, starting as a sales clerk. He graduated from Amherst College in 1910, having worked his way through. His selling career began the same year when he joined the Corn Products Refining Co. By 1914 he became the company district manager in Detroit, and in 1919 he became national sales manager of the cereal division of Ralston Purina Co. Five years later he came to General Foods as domestic sales manager of the Postum Co. When he goes hunting once a year, he prefers to rough it with the natives. Out-of-door life appeals to him and fishing is another sport he gets a huge kick out of. The golf course also claims his free days. His home is in Bronxville, N. Y.

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FROM TOAST TO SHAVES: K. (Ken) C. Gifford does double duty as president and director of Schick, Inc., Stamford, Conn., and of Schick Service, Inc., which operates 39 service stations in the U. S. and Canada. Before he became head of Schick in 1942, he had been vice-president in charge of sales and advertising for three years. And before that he was generally credited with having made Toastmaster a household word. He was with Toastmaster 15 years—started as a salesman in 1925, was made manager of the Chicago office in 1926, and general sales manager in 1932. Worked his way through the University of South Dakota (his native state), served in World War I. His associates say he is the kind of man who knows not only heads of distributor offices, but the boys who sweep out the back rooms. He's flown so many miles that Pan-American dubbed him an "Honorary Admiral." Likes fishing and boating and would like to get some golf in this year if war duties allow it.



THIRTY-SIX YEARS A SALESMAN: Ray W. Turnbull (right) president, Edison General Electric Appliance Co., in 1910 went from high school in his native New Haven, Conn. to the Hotpoint Co., Ontario, Calif. After a spell as a laborer and shipping clerk he became a salesman. He had become a sales supervisor before 1917 when he joined the army. In 1918 his company was merged with the present company; and when he returned he became Northwest sales manager. Later he became Pacific Coast manager and in 1931 he became vice-president in Chicago. In 1941 he was elected president. Turnbull remembers when women had to be shown that electrical appliances were "safe." Pictured with him here is Ward Schafer, the company's vice-president.

MADE COAL SHOVELS SELL OIL HEATING: Five thousand coal shovels had a hand in making William Angus Matheson, president of Williams Oil-O-Matic Heating Corp. As sales manager of the Chicago branch Matheson faced an up-hill job trying to win Chicagoans to oil heating. In newspaper ads he announced that the company would give a new coal shovel to anyone who professed he really enjoyed shoveling coal. The ads proclaimed, "No coal shovel was ever made to fit a woman's hand." The resultant publicity and sales had the branch out of the red by the end of Matheson's second year at the helm. Previously he had been, among other things, sales manager of an ice cream company and sales manager for the Power Plant Engineering Co. He once was active in the shingle bolt business in British Columbia.



MAY 1, 1945



FORECASTING A NEW DISTRIBUTION TREND: Grandma never would have believed it. But it's happening. After the war, more and more homes will be sold through department stores—and they'll be displayed in windows like this one at R. H. Macy's, New York City.

“Precision” Packaged Homes to Sell Over the Counter after V-Day

Well, perhaps “over the counter” sounds too slick and too easy—but at any rate Precision-Built Homes Corp. is satisfied that houses can and should be sold through department stores. The character of present promotion, how leads are being developed, and the projected program for action post-war are explained in this article.

Based on an interview by Etna M. Kelley with

GEORGE L. APPLE, JR.

*Vice-President
Precision-Built Homes Corp.
Trenton, N. J.*

MOST families *want* to own their homes, but the building industry has unwittingly made the purchase of a house the most difficult of all purchases. It has not offered homes “in a package,” nor at a set price, unless the home was already erected. From an advertising standpoint, homes have not competed for the consumer's dollars against automobiles, radios and other better-publicized commodities.

All these things were apparent to

Precision-Built Homes Corp., an affiliate of the Homasote Co., Trenton, N. J., the management of which believed that there is a huge, potential market for homes offered “in a package” and at a reasonable price. To ensure the “reasonable price,” the houses should be mass-produced, which meant that a volume market must be found. How could this be done? The answer, decided Precision-Built's executives, was simple—*sell the homes through department stores.*

The advantages of such a plan were obvious. Buying a home is likely to be the largest single purchase made in one's lifetime. What is more natural than handling the transaction through a reputable department store, one known to stand behind its merchandise? Department stores have the necessary experience for promotion, and for financing, and they have more at stake than just the sale of the house itself. They can also profit by selling the things that go into the home.

Having passed through the transition from manufacturing Homasote (a wood-pulp insulation and structural building board) to obtaining and servicing contracts for constructing homes in seven Government projects for housing war workers, the company took the first step toward entering the general housing field about two years ago. In the course of filling Government contracts, it had settled upon home designs which seemed to please most people. Models of some of these were lent to the New Jersey State Museum, Trenton. So many visitors came to see them, and their reaction was so enthusiastic, that one of the houses was next lent to the G. Fox

Store in Hartford. Again, the response was overwhelming.

When news got out that a model home was being exhibited in the Fox store, dozens of other stores asked for it, and their interest indicated that they would be eager to act as distributors for the company's demountable homes. It was at this point that the company's executives began to consider department stores as outlets. This was in March, 1943, and, it was, of course, impossible to deliver the homes except under priorities. There was plenty of time to make surveys and to study markets, and to go slowly about the business of selecting the particular stores. As a preliminary step in this direction, a "floating" exhibit of model houses was sent out to 51 different department stores in the country. The company assumed the expenses of the venture and paid the salaries of two men and a woman who traveled with the houses, and who remained on duty to interview visitors and ask their ideas on the kind of homes they wanted to buy when this becomes possible.

The model houses and their furnishings were built by the Diorama Corp. of New York. They were complete in all details. There were two sizes, 1/16 of full size and 1/4 of full size.

have department stores as outlets, Precision-Built Homes executives studied that form of distribution thoroughly, so that they were able to "speak the language" of its heads. They even went into the value per square foot of space allotted to merchandise, and were fortified with the information that, in order to sell eight houses a week, a store should devote 1,500 square feet of space to the product. They established a quota of 400 homes per store, per year, a minimum requirement, in order to keep the firm's factories running at capacity—upon which circumstance rests the ability to furnish homes at the stipulated prices. The stores are to receive a nominal commission commensurate with commissions paid in the real estate market. The store's responsibility ends with the sale. The company backs the stores' moral obligation to the purchaser, with a year's guarantee of the house against structural and mechanical defects.

The floating exhibits were terminated in March, 1944, and 16 strategically situated stores were set up as dealers, as permanent "home centers." Among them are Jordan-Marsh (Boston), Macy's (New York City), Lit Bros. (Philadelphia), Bamberger's (Newark), Scranton Dry Goods Co.,

Kaufmann's (Pittsburgh), Frederick and Nelson (Seattle), and Barker Bros. (Los Angeles).

The function of the stores is to sell the homes. The construction will be handled by franchised, local Precision builders having fabricating plants in their areas. (The company would prefer not to have to ship materials more than 75 miles, but, in some instances, it may ship up to a distance of 200 miles.)

To start with, 40 different designs will be available to customers; this breaks down to two or three for the size and price-range wanted by most purchasers. But for those who want homes designed by their own architects, there is no extra charge for following their plans. The home office in Trenton can, with its special facilities, detail any architect's plan within two hours. (Surveys have shown that about 40% of purchasers will be satisfied with one of the designs by Precision-Built's own architects.)

The principle behind Precision-Built construction is that the various components are pre-built and pre-finished at the factory. Instead of setting up the floor joists on the foundation, piece by piece, the local fabricating plant fabricates them in sections, in sizes up to 8 x 20 feet. The flooring will arrive in panels 16 inches wide and up to 30 feet long. The walls will arrive in sections up to 8 by 21 feet, with both exterior and interior surfaces attached to the wood frame members as one solid unit. The manufacturer claims that this makes for strength, and that its houses have already proved their ability to withstand floods, hurricanes, and even tidal waves.

In return for receiving the franchise



CUSTOMERS CONGREGATE around the miniature models of Precision-Built Homes wherever they are displayed. Before U. S. entered the war, \$8,000,000 worth of these homes had been sold. Surveys indicate that consumers would welcome the opportunity to buy their post-war homes through department stores. It's a trend to watch.

The designs were by registered architects.

The information collected by the staff that traveled with the model houses confirmed the ideas the management of Precision-Built Homes had about the value of selling through stores. One of the questions asked was whether or not the visitor owned a lot. At first, 36% of those interviewed said they owned their lots; but the figure has now risen to 46%. It was found, too, that almost two-thirds of those reporting preferred the one-story house. Another important fact discovered was that people would welcome the opportunity to buy their homes through department stores.

Before making the final decision to



SEE YOUR HOMASOTE HOME OF THE FUTURE

at *Maison Blanche*
ON THE FOURTH FLOOR
MONDAY, SEPT. 27TH



IN MINIATURE...COMPLETELY FURNISHED

Plan Your Post-War Home Now...Inquire About Our
"Preferred List" of Future Homasote Home Owners

THE DESIGN... a model home built to meet the needs of a new generation of home owners. The design is simple, yet it is a masterpiece of modern architecture. It is a house that is built to last, and it is a house that is built to be loved.

CONSTRUCTION... a masterpiece of modern architecture. The construction is simple, yet it is a masterpiece of modern architecture. It is a house that is built to last, and it is a house that is built to be loved.

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JOIN THE OWN-YOUR-OWN- HOME CLUB

We, the undersigned HOMESTEAD SAVINGS and LOAN ASSOCIATIONS will be represented at this exhibit.

We will gladly help you work out your personal problem. A few suggestions for your procedure:

1. Select your design, plan and size of home. You will register to secure your personal plan, etc.
2. Subscribe to OPTIONAL PAYMENT SHARES in one of these ASSOCIATIONS for your down payment and semi-dividends while you SAVE.
3. If you have WAR BONDS, or a wife to a, let CALL ON ONE of US, discuss matters and complete financing arrangements.
4. Complete all details now for your HOME of tomorrow.

Homes of Associations Cooperating:

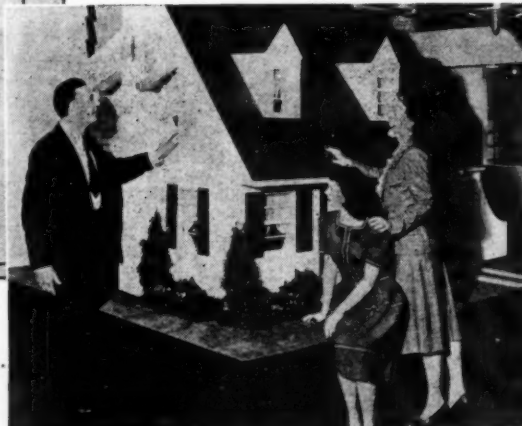
- ALBANY HOMESTEAD ASSN.
- AMERICAN HOMESTEAD CO.
- CENTRAL HOMESTEAD ASSN.
- COLUMBIA HOMESTEAD ASSN.
- COMMONWEALTH HOMESTEAD ASSN.
- CONTINENTAL BUILDINGS AND LOAN ASSN.
- HOSE HOMESTEAD ASSN.
- DETROIT BLDG. & LOAN ASSN.
- EDUITABLE MUTUAL HOMESTEAD ASSN.
- FIRELITE HOMESTEAD ASSN.
- FIRST HOMESTEAD & SAVINGS ASSN.
- FRENCH MARKET HOMESTEAD ASSN.
- GENERAL BUILDING & LOAN ASSN.
- GLORY HOMESTEAD ASSN.
- GREATER NEW ORLEANS HOMESTEAD ASSN.
- GUARANTY SAVINGS & HOMESTEAD ASSN.
- HIBERNIA HOMESTEAD ASSN.
- HONOR BUILDING & LOAN ASSN.
- JACKSON HOMESTEAD ASSN.
- OAK HOMESTEAD ASSN.
- SECURITY BUILDING & LOAN ASSN.
- SOUTH DISTRICT BUILDING & LOAN ASSN.
- UNION SAVINGS & LOAN ASSN.

The Cities and Builders of
New Orleans

tensively used. The company is able to capitalize on the exchange of good display ideas resulting from its stipulation that each store that participated in the floating exhibit plan should have at least two photographs made, one of the interior exhibit, and one of a window display promoting the exhibit, and that copies should be sent to the firm's headquarters.

In explaining the thinking behind the formation of Precision-Built Homes Corp., its president, F. Vaux Wilson, Jr., recently pointed out that in the past most home building was done by the carpenter-contractor who puts up from one to ten houses per year. He works as an individual and has no facilities for research—which is much needed, in view of the fact that housing is, from its very nature, complex. The average house is said to contain some 35,000 individual parts. Until recently, houses have been built in exactly the same way as they were centuries ago. Labor costs have gone up, forcing material costs up with them. As a result, the cost of the house went up, so that those in the lower income groups could scarcely afford to own their homes.

It must be remembered, too, as Mr.



A NEW KIND OF RETAIL MERCHANDISING: Department store promotion staffs concentrate on selling homes over the counter. Advertisements bring consumers into the store, tie in with scale model displays of Precision-Built Homes (see right and far right). Salespeople receive special training before they are exposed to the myriad questions usually asked by retail customers.

to act as a Precision dealer, a store must agree to provide a given amount of floor space for the display of miniature models, renderings, photographs and other materials, and to have an attendant on hand to answer the questions of visitors. In addition, the store must agree to devote a window display to the houses for at least one week of each month.

The typical store set-up has at least one large model house (1/4 full size), and perhaps two. It may also have one or more miniature scale models, 1/16 full size. It has a set of renderings (drawings of front elevations and the architect's plan), of the 40 designs with which the program will start. It may have a set of photographs of the actual houses or models. Then there

is a table at which the visitor may sit and fill out an interview blank and talk over plans with the salesperson.

Handling this kind of merchandise was a new venture for department stores, but they adapted themselves to it quickly. One of the first things learned was that saleswomen transferred from other departments were not so likely to do well as home or club women without previous department store experience. Architect's wives and women with strong home interests have proved especially suitable for the work.

The company's management feels strongly that good display will be vital to the success of this sales plan. The model houses are ideal display material. Photographs are also being ex-

Wilson points out, that "there is no such thing as a building industry." There is no one place where you can reach it as an entity, because it is not organized as a unit. And it has no individual product it could sponsor (such as an automobile or electric refrigerator), even if it were organized."

In explaining why this situation has been allowed to develop, Mr. Wilson brings up the difficulties the loosely coordinated industry has had to face, in the meeting of building restrictions and codes (many of which are outdated, while their lack of uniformity is also troublesome), financing, merchandising, advertising, transportation, etc.

So far as possible, Precision-Built Homes is working toward a solution of these varied problems. Its system

SALES MANAGEMENT

of mass production, with flexibility of design, permits giving the customer more house per dollar than under hit-or-miss methods. The price range is from \$2,300 to \$9,000 (except for certain camp buildings, ski houses, etc., which will be available at from \$200 to \$800). The company's program is deliberately concentrating on the vast market (in peacetime approximately 70% of our population) with incomes of \$2,500 or less, which usually has the largest families—those who have not in the past been able to afford to own their own homes.

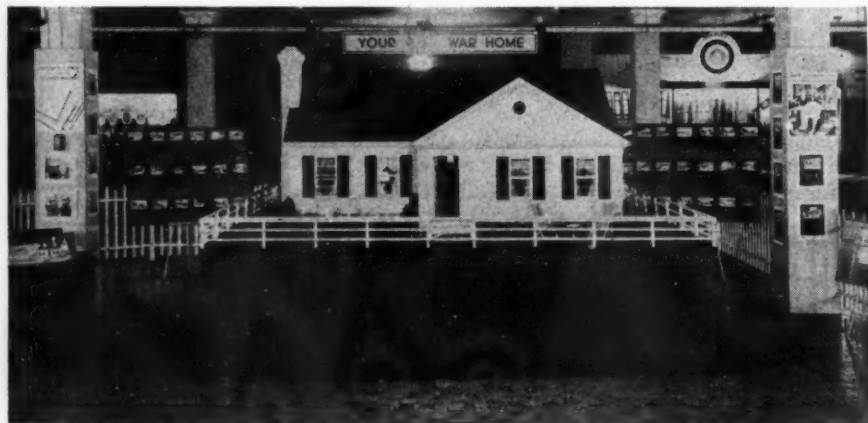
To facilitate the financing of the homes, "Own-Your-Own-Home" clubs have been established, through the co-operation of banks and finance companies. Precision-Built Homes Corp. publishes a monthly magazine, "Own-Your-Own-Home Club News," and a circular on the club, which are sold at less than cost to its department store dealers. The circular describes in detail the steps in planning to buy a home—deciding how large a home to build (yet staying within the family's budget); deciding how much must be saved (In pre-war days, under FHA, 10% down payment was required if appraised value of house and lot were

place of employment, type of house desired (with number of rooms), approximate income of family, other assets, name of bank. One very significant point covered is ownership of lots. Another item of information which attendants are requested to uncover is whether or not the prospect is a service man or the wife of one.

The total of interview blanks filled in and turned over to Precision-Built's headquarters is already in excess of 100,000; and when the proportion of lots owned by those reporting was last tallied, it had reached 46%.

Other important and significant data gathered thus far are: That 75% of those reporting prefer homes in the \$4,500 to \$7,500 price range; that 68% prefer one-story homes; that 42% want homes of six rooms.

As the store's interviewer (usually a woman) probes to find out what prospective home buyers want, she must be ready to answer the questions asked her. From experience, it has been discovered that these questions are fairly simple, along these lines: "Has the house a cellar? What type of heat has it? What is the exterior finish? Do electric fixtures come with the house? Can I have wallpaper instead



no more than \$6,000.); and deciding the size of the amount to be put aside each week (\$3.37 per week, saved for two years, should total the necessary down payment in two years, if house is to cost \$3,200 and lot \$300.). The circular has on it a tabulation of down payments needed for houses of 17 different prices, depending upon whether the amount must be accumulated in one or two years.

An important phase of the selling plan is the interview sheet, which enables the company and the store to obtain information about the individual prospect; and which, in the aggregate, provides valuable data on the U. S. market for homes. The sheets are simple, with space for the prospect's name, address, size of family,

of paint?" A list of 65 questions commonly asked, with their answers, is furnished to those staffing the departments in which the houses are being sold.

Upon joining the department, each new member is trained for two or three weeks, by a member of Precision-Built's home office.

Before the United States entered the war, \$8,000,000 worth of Precision-Built Homes had been sold. During the war, the company has had seven large Government housing contracts. This experience, plus the research it has kept up, have given the management confidence that it will revolutionize the home-buying habits of this country. The introduction of machinery into the building of house

JOIN THE

Own-Your-Own

HOME CLUB

★ Make owning your own home your personal post-war plan.

Here's how to start planning for your own home now . . .

MAKING IT EASY FOR MR. AND MRS. AMERICA: This circular describes the steps in planning to buy a home, outlines the financial outlay needed to pay for it.

parts is already an accomplished fact, Precision-Built's executives point out. So is speed of erection. (*The Saturday Evening Post* published an article on the company's methods, titled, "How to Build a House in Seventy-Eight Minutes.")

The ambitious and challenging experiment which Precision-Built is conducting deserves the attention not only of the "building industry," but of the entire business world. If this company is right, and if the means for satisfying the universal urge to own a home are put within the reach of the average man, the effects will be far-reaching. Think what this will mean to manufacturers of lighting, plumbing and heating fixtures, of screens, of garden tools, of all the thousand and one things that home owners buy! Once mass production methods are generally applied to the fabrication of the components that go into the construction of a house, we may pass into an era in which home ownership will be as common as automobile ownership. To say the least, the thought is stimulating.

MAY 1, 1945

[43]

What Makes a Disgruntled Salesman? Prize Letters Give 12 Answers

Herewith a brief summary of the trend of opinion as expressed in the entries in SM's competition for best letters discussing unfair practices in dealing with salesmen. If you want to build a fighting, productive sales force for the post-war era, we suggest careful checking of these gripes against your own management policies.

NOW that so much attention is being devoted to the rebuilding of sales forces for the post-war era, all management policies having to do with every phase of sales manpower are undergoing close scrutiny.

Realistic sales managers, looking at some of the pretty poor records of the past, are seeking the causes for high turnover on the sales force. They're studying the elements that create and maintain high morale. They know, in their hearts, that higher standards for the sales profession can come about only when salesmen are looked upon as professional men and many of the practices which result in exploitation of sales manpower have been eliminated, or at least brought under better control.

In the belief that an airing of some of these unhealthy management practices would represent a constructive contribution to the field, the editors of *SALES MANAGEMENT*, in the issue of December 15, 1944, announced that \$300 in 12 prizes of \$25 each would be paid for the 12 best letters on unfair policies in dealing with salesmen. The names of the winners appear in the accompanying box.

A large proportion of the letters dealt, as might have been predicted, with compensation. Most criticism was directed at the palpable weaknesses of straight commission, which many contestants pointed out, keep men in a perpetual state of uncertainty, and, in periods of low earnings, induce great lapses in morale. Several quarreled with inequitable policies governing split commissions.

Others directed fire against arbitrary rulings which cut down or limit a salesman's earnings after he has done all the spade work in his territory—action, for example, which takes juicy accounts away from the field man and classifies them as "house accounts."

Some criticism—and to the *SALES MANAGEMENT* editors it seemed justifiable—was leveled against poor sales leadership; against the sales executive

who asks men to do things he can't do himself, who provides a poor "pattern" for his men in his personal day-to-day manners, living habits, and ways of doing business.

In the March 1 issue of *SALES MANAGEMENT* there appeared an article by Edward McSweeney titled "Security — Opportunity — Recognition: Basic Factors in Salesmen's Morale." The letters which came to the editors as a result of the prize contest check out with Mr. McSweeney's analysis. The critics were outspoken about the need for providing pensions and retirement funds for salesmen. They emphasized the need for reasonable opportunities for advancement, stressed the hunger for recognition in human as well as financial terms.

Management is called down, too, for such short-sighted policies as high-pressure sales tactics which overload dealers without any provision for the follow-through which will move the goods off the shelves.

Space and paper limitations prevent SM from printing a detailed summary of the returns. Several of the prize winning letters appear here; others will be printed in early issues. The editors recommend this whole subject as a field for exploration on the part of local sales managers' clubs, for research, and for discussion.

The Case Against Straight Commission Compensation

By E. C. GILLETT

*Sales Manager, The Brunswick-Balke-Collender Co.
Chicago*

There has long been some divergence of opinion in regard to salesmen's earnings, particularly as to whether or not they should be on a commission basis.

Having in mind, basically, the welfare of the salesman and, even more important, the family of the salesman,

These Are the Prize Winners:

E. C. GILLETT,
Sales Manager
Brunswick-Balke-Collender
Co.
Chicago, Ill.

HARVEY H. JONES
Arlington, New Jersey

JOHN C. HARKNESS,
Manager
Wholalers Department
Crane Co.
Chicago, Ill.

MILTON RUDICH
37 Brompton Road
Great Neck, New York

JOHN THOMPSON,
Sales Promotion Mgr.
A. P. W. Paper Co.
Albany, New York

PAT BRANIN,
Account Executive
Don Lee Broadcasting System
San Diego, Calif.

G. B. COLESWORTHY, Jr.
Shrewsbury, Mass.

LEON D. ELDOT
New York, N. Y.

TODD CRAWFORD
Chicago, Illinois

ERNEST H. JONES
The Ernest H. Jones Co.
Ashburnham, Mass.

RALEIGH E. ROSS
Oak Park, Ill.

DAVID R. OSBORNE,
Training Director
Studebaker Corp.
South Bend, Ind.



Saboteur of SALVAGE

Wastepaper is vital to victory! Yet the pulp and paper situation is more critical today than ever. So alarmingly critical that it is nothing short of sabotage to destroy even one pound of wastepaper that is fit to reclaim. The armed services need more and more paper products, and our civilian needs go on apace. It's a patriotic duty to save every bit of wastepaper and make sure it is turned in. In your advertising, too, you can help greatly by urging every reader and listener to do likewise. Save wastepaper now and save lives!



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**TRAVEL TO LIMA
FOR PROOF!**



It's available in your own neighborhood, for thousands of Artkraft* signs everywhere today attest to their superior quality.

Artkraft's* exclusive features include Porcel-M-Bos'd letters (raised out of the heavy sheet steel background by patented process, and 75% more attractive and readable); 999/1000% perfect neon (actual average record); Galv-Weld frame construction (no rust, no vibration); and 10-year guaranteed porcelain enamel.

They increase sales 14.6%, and make national advertising 5 times as effective, by actual audited research.

During the past quarter century we have regularly served such leading merchandisers as J. C. Penney Co., Shell Oil, A & P Food Stores, Western Auto Stores, Frigidaire, Marathon Oil, U. S. Tires, Pittsburgh Paint, Ford Hopkins Drugs, White Auto Stores, American Stores, Westinghouse, Lowe Bros. Paints, Skelly Oil, Nash-Kelvinator, Belk Stores, Ely & Walker, Ford, Empire Super Markets, National Refining, Mid-Continent Petroleum, Delco-Heat, etc.

WE ARE NOW BOOKING QUANTITY ORDERS

for delivery in the order received when production is resumed. Quick delivery is foreseen, especially to customers ordering the same signs as before the war.



*The World's
Largest Manufacturer of
All Types of Signs*

**SIGNS OF LONG LIFE*
FOR QUANTITY BUYERS**

THE ARTKRAFT* SIGN COMPANY

1000 E. Kibby St., Lima, Ohio, U.S.A.

THIS COUPON FOR YOUR CONVENIENCE

The Artkraft* Sign Company
1000 E. Kibby St., Lima, Ohio, U.S.A.

Please send, without obligation, full details on Artkraft* signs.

Name

Firm

City

*Trademark Reg. U. S. Pat. Off.

and thinking ahead to post-war trends, it is my belief that the commission form of compensation is not economically sound.

It is, of course, quite logical to assert that a salesman should be paid for results, but commission compensation does not pay for results as much as it does encourage an improper type of selling and an unhappy situation when compared one with another.

The average salesman can work with a clear mind and a freedom of purpose only so long as his family is happy, and that condition is always hazardous when a salesman is paid a commission. The family too often exists under the condition of "feast or famine." Although normal living habits are set up on a created budget scale, earning capacity definitely does not coincide, and an uncertain income is as undesirable as an uncertain cost of living.

Either a salesman feels that he is in over his head and must constantly drive in order to eke out every last penny of commission, or he becomes accustomed to fairly high earnings and is thrown completely off balance if reasons beyond his control make it impossible for those high earnings to continue. By the same token, such a salesman becomes easily discouraged through turndowns of orders on the part of his company, which may represent unsound investments to them but do make a source of revenue to him.

It is difficult to expect such salesmen to attend to all of the ramifications of business, such as modern-day selling would require, particularly as concerns the development of good-will among customers; and thorough coverage of territory, regardless of size of establishments; the extra activities of enlarging and developing trade markets; credit investigations, etc.

Post-war wise, it would seem that commission type selling would force sales to the point where inflation might easily become apparent; that buyers might be influenced to purchase over and beyond their normal ability to pay, and that, as a result, a very unsatisfactory condition would arise.

If the counter argument would be advanced that credit control would be established by business to prevent such a state of affairs, then it becomes apparent that such salesmen will be either resentful or discouraged by the fact that their orders are declined.

By contrast, the salesman working on a basis of salary and incentive bonus is, first of all, assured a normal operating scale, permitting him and his family to set up a constant budget. He is paid basically to perform the necessary field work for his company

and he is provided with an incentive bonus which will reward him, not only for extra effort, but for service beyond that of other salesmen in the company.

Whereas the one method of compensation is so fluctuating and so uncertain that it presents a series of hazards, so the other type of compensation provides a definite sense of stability and the assurance of reward for extra effort.

Cites Dangers of "Drives" That Overload the Dealer

By HARVEY H. JONES
Arlington, New Jersey

A salesman's success is dependent on the amount of confidence his customers have in him and his house. Any policy which breaks down this confidence is most unfair to the salesman.

Year after year various companies promote special "Selling Events" or "Campaigns" which, because they are incomplete, are not only unfair to the salesman but often the cause of his being transferred or losing his position.

The salesman is the recognized medium by which most products move from manufacturer to distributor, distributor to dealer, and finally from the dealer to the consumer. In many cases, it is the salesman's merchandising ability which provides a satisfactory turnover for all concerned.

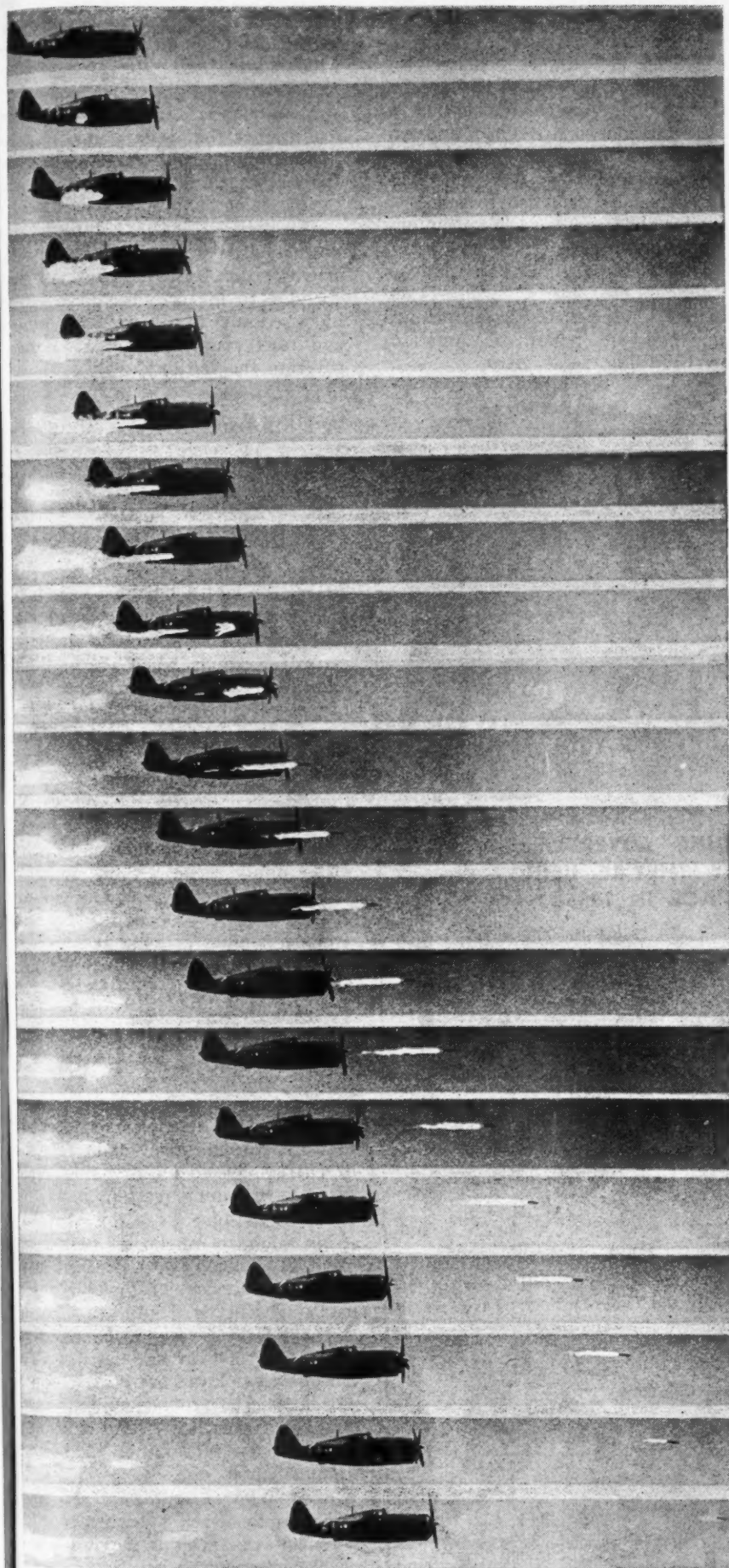
Merchandising is anything that moves goods to the ultimate consumer. Good merchandising moves goods to the ultimate consumer at a profit. Any policy or action on the part of management which hinders the profitable flow of merchandise to the consumer is most unfair to the salesman and should be of immediate concern to both sales and management.

These "Selling Events" or "Campaigns" provide for the promotion of greatly increased sales over a short period of time. They support the sale of extra merchandise to the dealer without sufficient support to move the merchandise from the dealer to the consumer—the term "extra" meaning purchases by the dealer of more goods than turnover would justify.

Most of these campaigns are carefully staged—special magazine advertising, sales meetings, quotas, definite time limit, extra compensation for the salesman, etc. Salesmen go out from the meeting properly keyed to the task ahead. They are trained to sell and they go out and sell as instructed.

When the shipments have been made and the figures are in, the campaign is pronounced a grand success.

SALES MANAGEMENT



Succession pictures taken by a "ribbon frame" camera, showing a wing rocket getting under way and speeding toward the enemy at about 13 miles a minute. This camera was developed by Bell Telephone Laboratories.

Photographing a ROCKET at 800 miles an hour

ONE outstanding weapon of this war is the rocket, now used by our fighting forces on land and sea and in the air.

Scientists at Bell Telephone Laboratories had an important part in the technical development of this American weapon. One of their contributions was the "ribbon frame" camera which takes 120 pictures a second on a continuously moving film. It has proved of great value in studying rockets and shells in flight.

The ribbon frame camera is only one of many Bell Laboratories developments which are being turned against the enemy.

Our Laboratories are now wholly devoted to the war. When it is won, they will go back to their regular job—helping the Bell System give you the best telephone service in the world.



BELL TELEPHONE SYSTEM

Thousands of dealers have more stock on their hands than ever before. That is the trouble, they have the stock *on hand*. There is no use saying that the salesman should not load up his dealers with more than they should buy. The salesman did what he was told to do. It took high pressure selling to do it. The same kind of high pressure they used on him at the sales meeting.

Why is this kind of campaign unfair to the salesman?

1. Overstocked dealers take their troubles to the salesman. They blame him for the profits lost because of the slow turnover. Confidence built up

with his dealers over a period of time vanishes over night and some of it will never be wholly regained.

2. Sales are slow immediately following the campaign and the boss has him on the carpet. For the time at least, relations are strained and unpleasant.

3. Campaigns of this sort have caused many a salesman to request a transfer and some have lost their jobs as a result.

This is not written to condemn "selling" or "merchandising campaigns." On the contrary, well planned campaigns are typical of American merchandising.

However, no campaign is a success that does not merchandise according to the definition of merchandising—which means *move the goods to the consumer*.

Manufacturers and distributors must realize that the dealer's inventory is their inventory and largely their responsibility until it has moved into the hands of the ultimate consumer.

When campaigns are planned which do not provide for sufficient dealer activity to increase the flow of merchandise to the consumer, then these increased sales to the dealer are poison and react primarily on the salesman covering the territory.

A Plea for Old-Age Security For Sales Veterans

By MILTON RUDICH
Great Neck, New York

One of the greatest incentives a salesman can have is the knowledge that some day his long years of hard plugging will be rewarded with well earned retirement when age or health demand it. Social Security has made him mindful of the need for provision for his twilight years, should he have failed to give them any thought otherwise. The publicity given to forward thinking concerns that adopt various forms of pension funds tends to accent this trend of thought in the salesman's mind.

Facts gleaned by reliable sources disclose that 60% of all workers with average families of four persons save each year an amount which averages less than \$50. Another 30% of workers with the same size families save on an average less than \$450 each year. Allowing for the various emergencies which come up in the course of a lifetime to draw on these savings, it is evident why most men too old to work are dependent upon relatives or charity. Social Security alone falls far short of minimum requirements for a decent living.

No salesman can do his best if his mind is clouded with concern over the future. Remove that worry and a man's efficiency will improve immediately. Morale is acknowledged as a powerful factor in any organization. Since few employers are philanthropically inclined, a program of retirement can be approached from a strictly business viewpoint rather than from a humanitarian one.

A program of retirement provision is bound to attract a higher type of salesman—one who is looking ahead of to-day's commission check. Turnover of sales force would be reduced because a man would think twice be-



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Tri-City Area
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ROCK ISLAND, ILLINOIS
MOLINE, ILLINOIS

THESE AND OTHER LEADING ADVERTISERS KNOW IT. THAT'S WHY THEY'RE USING TIMES-DEMOCRAT SPACE IN 1945

Folger's Coffee
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Oakite
Canada Dry

Kellogg's All Bran
El Producto Cigars
Pillsbury Flour
Continental Oil Co.
Heileman's Old Style
Lager Beer

Pabst Blue Ribbon Beer
United Air Lines
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Falstaff Beer
National Biscuit Co.
Dutch Masters Cigars

The fact that 305 national advertisers have already scheduled space this year in the Times-Democrat proves these papers are a must in reaching this prosperous, active market of over 200,000. For years, the list of those using space in the Times-Democrat has read like a "WHO'S WHO" of successful advertisers. Be sure to include the Times-Democrat on your next schedule.

Remember The Times-Democrat are essential if you don't want to miss the largest and wealthiest of the Tri-Cities and the shopping heart of the entire trading area. Remember, too, that only the Times-Democrat have substantial home delivered circulation in all three cities and the surrounding rural areas of both Iowa and Illinois.

Times-Democrat
ABC Retail Trading Zone 296,205
Published in Davenport, Iowa, with Branch Offices in
Rock Island, Moline and East Moline, Illinois
REPRESENTED BY JANN & KELLEY INC.
ROCK ISLAND, ILL. DAVENPORT, IOWA MOLINE, ILL.

fore leaving a job which held forth the future so plainly. It would eliminate the "hat passing" for former salesmen in need.

Our Government underwrites a large portion of the cost of these retirement funds by permitting *all* contributions of the employer to be deducted for tax purposes. In addition, executives themselves may (and usually do) participate in retirement benefits, allowing for substantial savings on their personal income taxes.

In view of all these advantages, it is difficult to comprehend reluctance on the part of any clear thinking, progressive concern in setting up a program which indicates that salesmen are regarded more than mere "numbers" on the books.

Wanted: More Character in Leadership for Salesmen

By JOHN THOMPSON
Sales Promotion Manager
A. P. W. Paper Co.
Albany, N. Y.

One of the most harmful influences in the field of selling develops from the failure of sales executives to reflect the qualities they expect to find in their salesmen. This criticism may be directed at executives at all levels from district managers to top management.

A salesman is expected to exercise restraint in expressing his personal feelings and reactions, but often he works under a superior who openly and unrestrainedly displays his temper, jealousies, and personal animosities. He is expected to maintain a deep sense of loyalty to his company, but often has to listen to a superior belittle top executives and criticize company policies and practices. He is expected to rigidly control his expense account, but often sees a superior spend the company's money with reckless abandon.

A salesman is expected to be cooperative, and has a right to expect the assistance of his manager when he runs up against an unusually tough situation. But too often he finds his boss "tied up," leaving him to solve the problem as best he can. He is expected to be eager and aggressive at all times, but often after doing a particularly good piece of work he hears not a word of commendation or praise.

A salesman is expected to exercise initiative and resourcefulness, but too often he sits in meetings for endless hours during which an executive expounds his personal theories without permitting the salesman to express an opinion. The salesman knows that he

cannot answer the objections of his customers and prospects unless he can get the objections out into the open, but his own doubts and questions remain within him because he doesn't get a chance to bring them out so that they can be answered to his satisfaction.

A salesman is expected to be prompt with his correspondence with his office, to cover one subject at a time, and to use clear and concise language. Yet, too often, the answers he gets are too late to be of value, cover a multitude of unrelated subjects, or are too involved to be clearly understood

or helpful. He is expected to be honest and truthful in all his dealings, but often he gets bulletins and letters, telling about results in other territories or exploits of other salesmen, in which it is obvious that the truth has been carelessly handled.

Why are these situations permitted to exist? And they do exist in some organizations. They are harmful because they are destructive of the salesman's morale, integrity, ambition and loyalty, and because they detract from the dignity of sales management.

Sales executives should remember that salesmen, like other human be-

WHAT'S INTANGIBLE ABOUT 20 BILLION DOLLARS?

➡ The estimated value of extra sales produced by Cappel, MacDonald Incentive Plans since 1922 ⬅

Except for the fact that we supply the world's finest and largest selections of Merchandise Awards, our business is usually called "intangible". We deal in sales stimulation, enthusiasm that produces action, incentives that spur men to greater accomplishment.

Cappel, MacDonald Incentive Plans have produced, in round figures, 20 billion dollars' worth of extra sales. What's so intangible about that much cash on the counter?

Company "A" has used Cappel, MacDonald Incentive Plans 15 times, and spends an average of \$4,000 a year for Merchandise Awards. Company "B", which has used our service an equal number of times, has paid a total of \$6,000,000 for Merchandise Awards. Both are highly valued accounts.

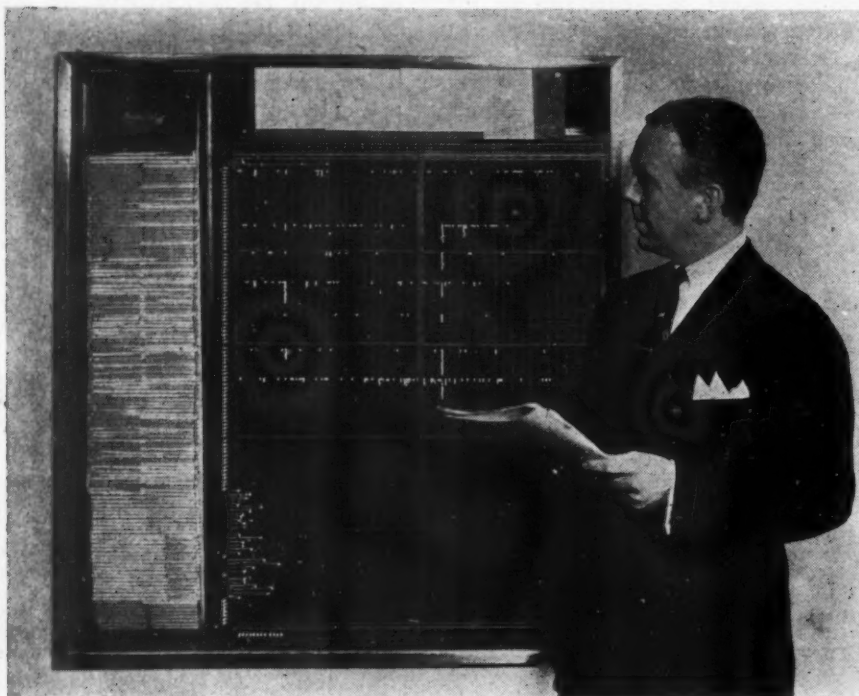
Since 1922, when we originated the first modern Merchandise Prize Incentive Plan, we have served as Sales Incentive Specialists for the nation's leading business and industrial organizations. We make no charge for this "intangible"—but priceless—service.

Ask our representative to discuss your sales plans with you or write for our new catalog of incentive awards today.

(P. S. — Merchandise prizes are equally effective in war plants.)

CAPPEL, MAC DONALD & CO.

Creators of Successful Merchandise Prize Incentive Plans Since 1922
CAPPEL BUILDING DAYTON 1, OHIO



R. C. Powell, Sales Manager, shown with one of the Produc-Trol boards in use at Presto Recording Company, New York City.

THE MEMORY THAT NEVER FAILS

At the Presto Recording Company in New York City, Produc-Trol visual control boards have made a difficult production scheduling job easy . . . "memorizing" the facts and figures needed to control commitments on more than 100 catalogue items to their 173 distributors. *And Produc-Trol has a memory that never fails!*

R. C. Powell, Presto Sales Manager, calls Produc-Trol "a life-saver." "A glance at the Produc-Trol board tells me *who* gets *what* and *when* . . . I can't praise it too highly."

Whatever your business . . . whatever your control problem . . . Produc-Trol can do the same kind of job for you. It permits management to keep facts at its fingertips—reducing mistakes, cutting expenses, saving valuable clerical and executive time. Write us today for further information.

WASSELL ORGANIZATION

Westport, Conn., Dept. SM-5

Send today for further information on "SALES PRODUC-TROL," a real aid to efficiency and Sales Planning and Control.

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ADDRESS

CITY STATE

PRODUC-TROL

WASSELL ORGANIZATION

Westport, Conn.

SEE TELEPHONE BOOK FOR PRODUC-TROL
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IN CANADA: SEELEY SYSTEMS CORP. LTD.
—TORONTO & MONTREAL

ings, are subject to conditioned reactions. The attitudes, habits and practices, whether good or bad, which are imposed upon them by their superiors, will eventually become their own attitudes, habits and practices. These conditioned reactions then determine success or failure in maintaining high ethical standards in salesmanship and in sales management.

Salesmen Want Recognition—Not Petty Criticism

By JOHN C. HARKNESS

Manager, Wholesalers Department
Crane Co.
Chicago

Probably the majority of letters you receive uncovering injustices and unfair practices of salesmen's compensation plans deal with specie remuneration. This is understandable because we Americans are prone to measure success in terms of dollars. Our stockholders judge our companies by the size of the dividend checks—past, present, and anticipated. Our banks judge us by the color of our ledgers, Uncle Sam by the size of our income taxes. So it isn't strange that we, too, should measure the injustices of compensation plans in terms of dollars.

But that is not the only coin by which our salesmen are paid. There are others of almost equal, or even greater, importance to them. A few days ago a salesman told me about an incident he experienced over 20 years ago—he still recalls its sting and injustice. He had been given an important sales territory; the first year had passed and it had been a good one. Sales were large—profits higher. He had been loyal to his company and had worked hard. He felt confident and happy as he stepped into the office of his sales manager. But, instead of the words of praise and appreciation that were due him, and which he craved, he was greeted with criticism of some trivial act. It was unjust and a reflection on his judgment and sales ability. Of course, he was badly hurt and never quite forgot the way those shortlived moments of his first real feeling of achievement turned bitter to his taste. The sales manager permanently lost the loyalty of a good man.

Psychologists tell us that people work for things other than money. In fact, to a salesman public recognition of a job well done, the availability of his immediate superior's time for consultation, the ready words of encouragement and counsel, often mean more than a bonus check. This trait is illustrated daily on our battlefields

SALES MANAGEMENT

where many a pre-war salesman is fighting and dying. For money? No—for loyalty, the respect of his associates, self-esteem, and honor. These men are doing tasks and risking their lives in a way in which no manner of specie compensation would tempt them. Webster defines compensation as "to make up for" and we can no more make up for the loyalty of our salesmen by the size of their pay checks than we can make up for the bravery of our fighting men by anything other than equal steadfastness of purpose on our part as civilians.

What are some of the intangible things that salesmen contribute to the success of our companies? First, I would put dependability. We all wish for this trait in our salesmen. When we lay out a sales plan for them to follow, send them out to cover country territories, or on long trips, we want to feel confident that we can fully depend on their doing as we direct or would have them do. We depend on our good men year in and year out, and know that they will always be in there fighting for us. But, do we compensate them with equal dependability to theirs? When it comes to working hours, divisions of profit, promotions, sales credit, and a world of other things, can they depend on our being in there fighting for their interests with equal intensity?

And then comes self-management. They know that to get the greatest coverage of their territory they must carefully plan their routes and calls, keep records of their customers, and distribute their selling time in relation to their sales and potentials. Do we sales managers help them do these things or do we sometimes send them off on wild goose chases or on errands smacking of the personal? If we waste our salesmen's time, we waste their earning power and their energy. If we expect them to manage themselves well in our behalf, should we not compensate them by managing our end of their jobs in their behalf?

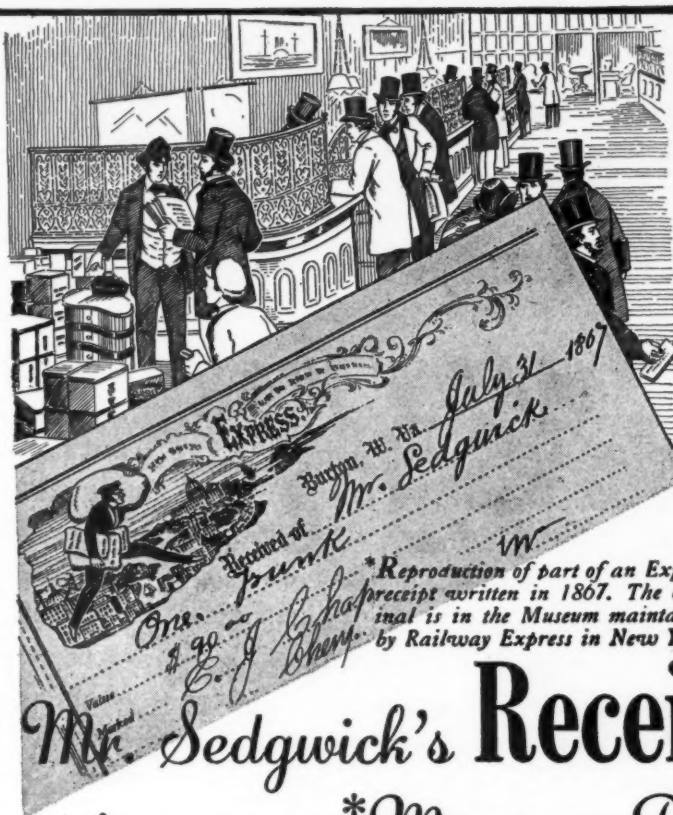
Knowledge of product also comes into the picture. Our salesmen spend time in sales meetings, frequently in the evening when they would rather be at home. They are gaining knowl-

edge of our problems, our products, our company policies. Do we compensate them by gaining similar knowledge of their problems? It may be that one or two have some very serious ones which, although of a personal nature, we could assist them in solving if we only knew about them. Possibly, a salesman's health is not what it should be and we unwittingly drive him beyond his endurance. Possibly conditions at home are giving another mental anguish which we could advise him about and gain relief for him. We expect our salesmen to have concern for our product and carefully

check the conditions under which it is used. Should we not compensate them by being equally concerned about their good health and welfare?

These examples are enough to illustrate a broad field of unfair compensation policies. They are psychic but no less real. They cover loyalty, initiative, determination, sincerity, industriousness, good judgment, high ethics, and a world of others.

It is dangerous for us to accept lightly these psychic contributions of our salesmen to our success. It is imperative that they be compensated for in like coin, and with like magnitude.



Mr. Sedgwick's Receipt is now a *Museum Piece

The practice of giving a receipt for Express shipments began with the first transaction more than a hundred years ago. It is, in effect, a contract setting forth the terms of responsibility of the Express Agency. The receipt taken at delivery is a record of fulfillment of service.

In 1839, Express receipts covered shipments only from Boston to New

York and return. Today, Express receipts are written for every conceivable variety of goods—war items, commercial, personal—for delivery throughout the nation. Every foot of the way from shipper to receiver, direct responsibility for safe transportation, by rail and air remains with Railway Express.

EXECUTIVES

\$5,000-\$15,000 Caliber

Through our nationwide Service we negotiate for the better positions with companies possessing postwar futures. Your personal requirements met by individual procedures—will not conflict with WMC directives. Strict confidence assured. Details on request. Jepson Executive Personnel & Research Service 620 Land Bank Bldg., Kansas City 6, Mo.



BUY BIGGER BONDS

FOR THE BIG 7th



NATION-WIDE

RAIL-AIR SERVICE



ONE MAN'S WAR

Every service man knows and fully realizes there are millions in the fight, but this war is still a personal matter to each and every one. Soul-searching writers like Ernie Pyle have stated that the war is only a couple of hundred yards wide to each individual man. He has one objective in mind—to live through it, win it, and *get back home* as soon as he can.

He knows he is an individual, fighting individuals, and that the enemy he is fighting is keeping him away from *home* and the ones he loves. He has strong ideas about home and what it means to humanity. The same individual determination he is putting in the victory fight will also go into the wholehearted assurance that his will be a permanent and happy home.

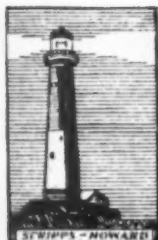
He is already making plans toward that

happy future day when he will be the full time breadwinner and his wife the full time homemaker. Their fighting pay and war plant earnings are now going into the war bonds and savings that will assure the bright future they have planned.

Cleveland, which is noted for its home-loving people, will be a most fertile market for any products or services devoted to family life. Keep this in mind, when making your future plans, so you will be ready when these brave men come back to the homes of their dreams.

★ ★ ★

There'll be jobs aplenty in Cleveland. Our diversified industries have a minimum of reconversion problems. What's more, peacetime production will begin sooner here, because we make the tools for the reconversion of others, and the parts that go into the finished products of others. You will be ready for this ready market if The Press heads your list. Then you'll cash-in on its *Power of Prestige*, which is *Power to do good; Power to move goods*.



The Cleveland Press

"CLEVELAND IS A NEWSPAPER MARKET"





A PACKAGED CONVENTION: Gas or no gas, tires or no tires, the Hall Hardware dealers had their annual convention. For the Sales Department whipped together a Convention-By-Mail kit which, ready to mail, weighed five pounds.

MEET THE MANAGERS: For many years it had been a custom of Hall Hardware to devote a session of each Spring and Fall convention to a discussion with department managers. It was usually one of those question-and-answer confabs on department operations. The Sales Department simulated this session in the printed kit by presenting these photographs of the managers and including in a 36-page booklet the questions and answers most vital to the whole group.

Based on an interview
by Larry Fitzmaurice with

**ORRIN L.
DAVIS**

Sales Promotion Manager
Hall Hardware Co.
Minneapolis



Convention by Mail Pulls Orders From 95% of Hall Hardware Dealers

ODT'S recent ruling against conventions knocked out the annual conclave usually sponsored by this Minneapolis wholesaler for his 470 stockholder-dealers. But quick thinking and fast action substituted a mail event which created a furor, broke all previous records.

WHEN the office of defense transportation invoked a ban against conventions shortly before February 1, the Hall Hardware Co., Minneapolis wholesale house, had just completed arrangements to bring its 470 stockholder dealers to the general office and warehouse for the annual spring sales convention.

Every pre-arranged convention detail was scrapped overnight and within three weeks the Sales Department had whipped together a "Convention-By-Mail" program, the results of which are still the talk of the North-

west sales and the trade worlds.

Within 72 hours after the Convention-By-Mail kit, a five-pound package of potent sales promotional material, was sent out, orders from dealers in a six-state trade area began to pour in. By the time the 10-day deadline set by the Sales Department was reached, during which buyers were allowed to take advantage of discount prices, 95% of the dealers ordered, and volume surpassed anything in the history of the company.

Hall Hardware is fully aware, of course, that there is an unprecedented demand for consumer goods and that

this factor contributed to a great extent to success of the experiment. But the novelty of the idea was what really put it over, the company believes.

The kit, timed in mailing to reach the dealer on Saturday to give him the week-end to peruse and study its contents, was the convention itself. In a 36-page, attractively-jacketed booklet at the top of the kit there was every address and talk by speakers the dealers would have heard had they been able to attend the convention in person. On the frontispiece was a picture and greetings by the president, Sam E. Hunt. In his statement Mr. Hunt urged his readers "to give this printed convention the same cooperation you have always given our personal meetings."

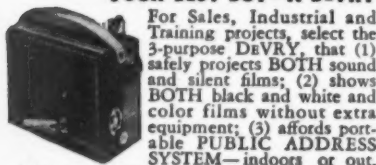
In following sections of the booklet were a "Review and Preview," by S. P. Duffy, general manager, and talks and illustrations by heads of the various departments.

GET BIGGER AUDIENCES FOR YOUR FIRM'S FILMS

Let DeVRY help you bring your institutional and training films to the attention of Schools, Colleges, Universities, Church, Civic, Agricultural and other influential groups. You get FREE listing in 15,000 catalogs annually. You get audience reports. Write for specific plan to assure your films maximum showings... No cost... No obligation. **DEVRY CORPORATION, 1111 Armitage Avenue, Chicago 14, Illinois.**



YOUR BEST BUY—A DeVRY



Shoot your own movies with a DeVRY 16mm. camera—choice of the Nation's professionals for their personal filming.

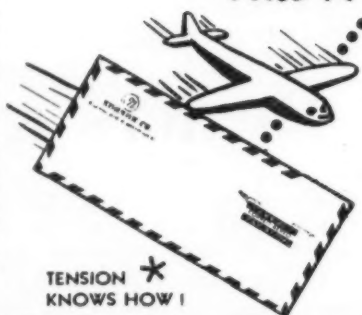


Only 4-time winner of Army-Navy "E" award for motion picture sound equipment.



ORIGINATORS & IMPROVERS OF PORTABLE MOTION PICTURE EQUIPMENT... SINCE 1913

THEY GET THERE FIRST!



TENSION *
KNOWS HOW!

The clear red, white and blue border is your guarantee that Tension Air Mail Envelopes will receive first consideration by the postoffice. Airmail arrives first, is opened first, is answered first.

TENSION ENVELOPES

TENSION ENVELOPE CORP.
New York 14, N.Y. St. Louis 3, Mo.*
Minneapolis 15, Minn.*
Des Moines 14, Ia.* Kansas City 8, Mo.*
*Originally Berkowitz Envelope Co.

It had been a custom for many years to devote one session of each spring and fall convention to a discussion with department managers. In this session the company attempted to bring out questions of interest in detail operations of each department. It presented quite a problem as to how to get it across in the convention kit, but the Sales Department managed it. The kit writers made a survey of dealers and obtained from them a list of the questions likely to have widest interest. Then questions were answered in the department managers' section of the booklet.

The Managers' Meeting

It was set up something like this:

Mr. Duffy: Cy Jacobson, buyer for Department A, has housewares and some farm lines, all of which are essential both for consumer needs and volume sales. What can you tell us about farm lines, Mr. Jacobson?

Mr. Jacobson: The farm lines we handle are essential enough so that the War Production Board allots substantial quotas. The items may not be pre-war specifications, but the outlook this year isn't bad. Only jute rope will be available for farm use. There is a good supply of strap work and we should have some good harnesses. Canvas gloves are hard to get and the prospect is the same. Nuts and bolts should continue as good as last year.

An important question was: What is happening to the surplus war merchandise which newspapers say is so plentiful? Should individual dealers be doing anything about it?

The answer: So far mostly used merchandise and specially made tools have been sold. Good standard items declared surplus by one Government agency have been grabbed up immediately by another Government unit. Offerings so far have had one price for retail stores and a lower price for jobbers. We are keeping in touch with all offerings and will bid on any good merchandise.

Retailers were advised, if interested, to obtain lists of offerings from the Surplus Property Division, Treasury Department, Chicago.

One exciting and profitable part of Hall Hardware's normal convention programs was the exhibits. On several floors of the Hall building dealers met the members in their own merchandising organization as well as manufacturers' representatives. The Convention-By-Mail kit attempted to bring these exhibits, pictorially at least, to the dealers in the Kit Merchandise Order Section. While the exhibitors can't shake hands with the dealers, they say "Hello" and help write

orders, and through the kit they offer the best they have in hardware items. For description the order blanks frequently refer to the company catalog,—standard equipment for dealers.

Normally at sales conventions from 115 to 125 factory representatives were present to represent the company's principal suppliers, but the kit met the challenge and did a commendable substitute job of merchandising.

In presenting the Convention-By-Mail, Orrin L. Davis, sales promotion manager, pointed out that "you can still buy all the merchandise you would have been able to buy had we held our convention in the regular way." Included in the convention mail kit, he pointed out, there are printed order blanks containing all the merchandise exhibitors had planned to show. The dealers are cautioned that the seven sets of departmental order blanks require considerable time to peruse.

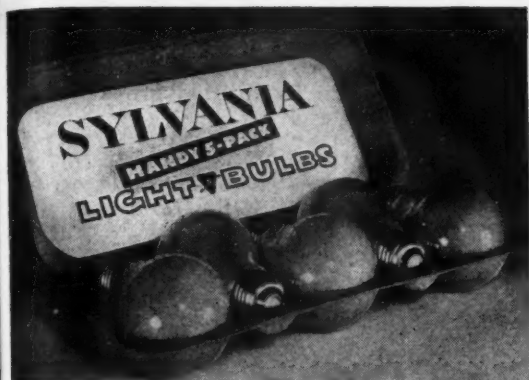
"When you attend our regular convention you devote two or three days' time to buying merchandise," Mr. Davis reminded them. "Why don't you set aside an equal amount of time to go over these lists carefully and order the items you need for spring and summer? You can't do this buying job right in a few hours."

"Quick Action Essential"

For example, merchandise normally displayed by manufacturers' representatives was shown on regular white printed paper blanks marked "Convention Order." Yellow blanks were used for "Convention Specials," and blue blanks for consumer catalog merchandise. Duplicates of all blanks were furnished. Large manila envelopes were provided for returning orders.

Mr. Davis told the dealers: "Quite naturally a Convention-By-Mail disrupts our normal wholesale operations, insofar as time is concerned. Quick action is essential. Some of the merchandise shown in the Convention Specials and other merchandise is rationed. Therefore, all orders must reach us no later than March 10, which is the day we will put into effect our own rationing program."

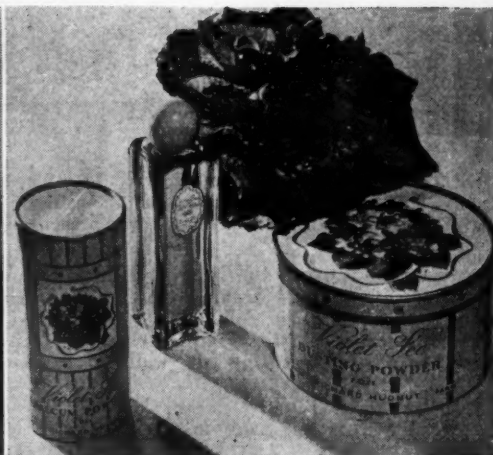
When the orders were sorted and tabulated a crew of rationers went to work on them and scarce items were apportioned. The plan worked out satisfactorily for everybody. Dealers were told the company had to have catalog merchandise in their stores in plenty of time to be properly merchandised. Mr. Davis said the whole situation reminded him of a parody on a famous flour slogan which had been changed to read: "To Hell With Eventually, Let's Concentrate on NOW!"



DESIGNING TO SELL

HANDY-5-PACK: Light bulbs may be offered in shock-proof molded cartons similar to this one now being tested for post-war by Sylvania Electric Products Co., New York City. They will up the unit of sale.

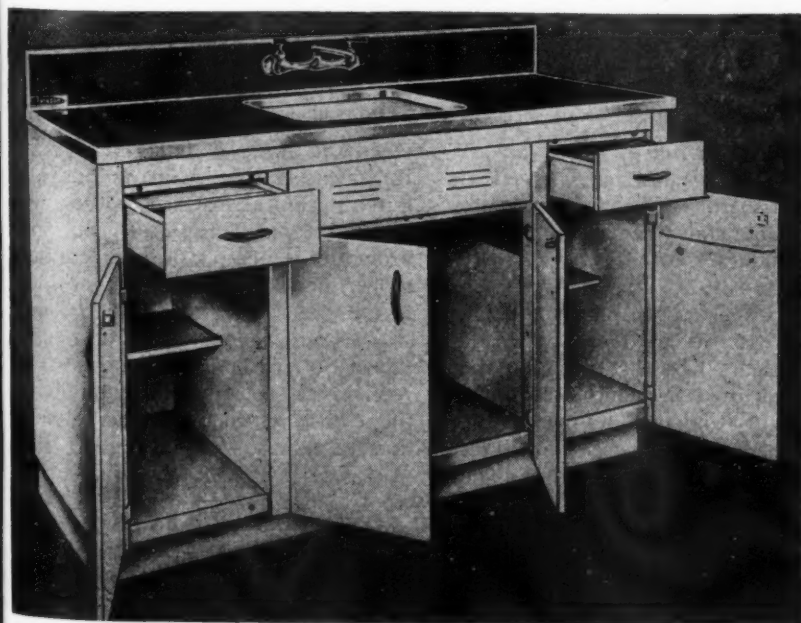
PLASTIC BOOKENDS: Transparent lucite with its crystal-like brilliance and highly polished finish lends three dimensional depth to these novel bookends designed and manufactured by Almac Plastics, Inc., N.Y.C.



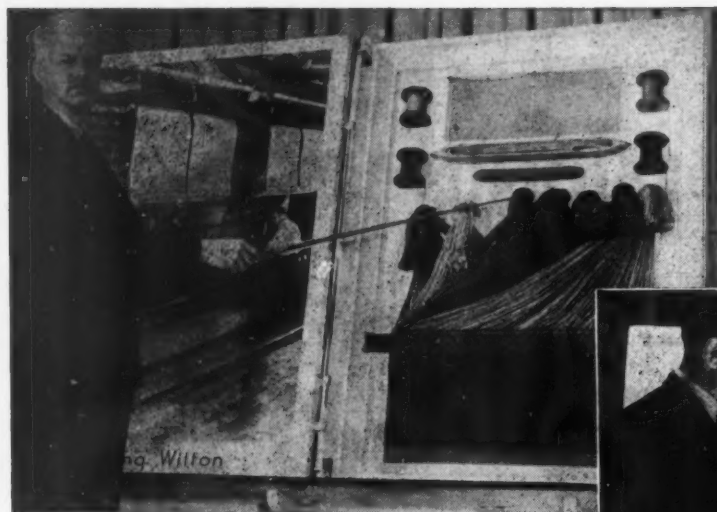
VIOLET SEC'S APPEAL: Long a favorite in the line of Richard Hudnut Sales Co., Inc. the Violet Sec family is now appearing in modern packaging. The pale pink boxes have gold stripes and a dominant motif of a cluster of violets. The group includes talcum powder, toilet water and dusting powder.

GAY CANDLE FIGURINES: Two of the newest designs Muench-Kreuzer Candle Co., Inc., has added to its Emkay novelty line. "Scarlet" (top) is a saucy miss garbed in scarlet dress and hat. "Blue Lady" (below) is a roguish lass beguiling in blue frock and hat. These figurines are approximately 3¾" high.

CABINET SINK UNIT: The "Steel King", one of the latest models to be introduced by Paragon Utilities Corp., Brooklyn, includes linoleum top with backsplash, all hydraulically welded on ¾" termite-treated, water resistant plywood and bound with stainless steel. Other features are vitreous china sink, wall type faucet with a swivel spout, service drawer and a subdivided cutlery drawer.

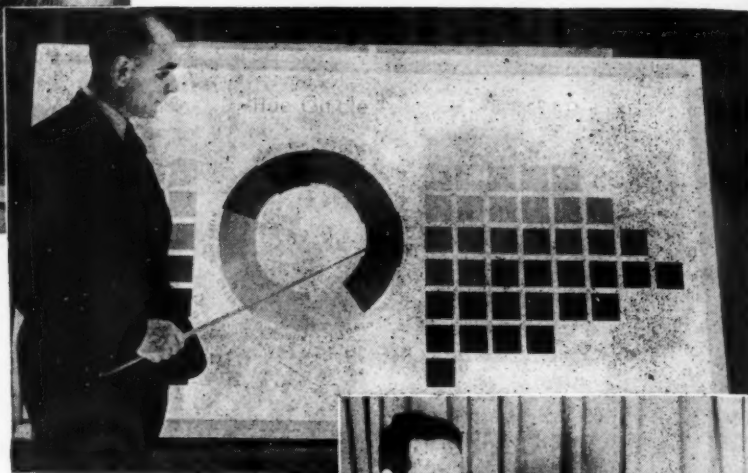


MAY 1, 1945



DRAMATIC APPROACH TO TRAINING: S. K. Warnick (above), assistant superintendent of the Wilton mill, highlights his lecture with this visual presentation.

SPOTLIGHT ON COLOR—the Number One sales angle for floor coverings. J. Archibald uses a color chart to crystallize his basic color story (right), and D. Greig illustrates color decorating principles with an ensemble display featuring rug, wallpaper, drapery.



How Mohawk Packages Product Training for Retail Salespeople

In a series of clinics at the home office, Mohawk Carpet Mills, Inc., is providing salesmen with a knowledge of carpet manufacture, fabric structure, color ensembling and merchandising. Every trick of drama is employed to put showmanship into sales training.

INTELLIGENT selling demands a specialized knowledge of the product and its manufacture.

The problem, then, is *how* to get this specialized information to the salesmen. And the Mohawk Carpet Mills, Inc., Amsterdam, N. Y., has found a solution to the problem in its Educational Clinic for Retail Floor Covering Salesmen.

Since the clinic was started four years ago, 3,300 distributor-salesmen and top retail executives have received certificates of "graduation." It's booked solid through January, 1946, at which time 4,000 men and women will have attended the course.

The clinic consists of a three-and-a-half-day session at Amsterdam—Mohawk's manufacturing and management headquarters—at which salesmen receive a thorough schooling in carpet manufacture, fabric construction, color ensembling, merchandising.

It all started because many floor covering manufacturers would not provide any information which retail sales-

men could use in selling. Mohawk decided that the time had come for an enlightened manufacturer to do the job. So the sales training clinic was organized.

Says Howard P. Hildreth, Mohawk's advertising and sales promotion manager, "Four years ago half of the Mohawk salesmen had never even been in a carpet mill. But by now everyone on the Mohawk sales staff, as well as every distributor-salesman, has attended the clinic. And their improved selling techniques show it."

Mohawk's 88 distributors each sponsor a week at the clinic, and applications to attend must be made through them. Classes (given on the average of twice a month) are held down to 40—and include, in addition to salesmen, many buyers, assistant buyers, and top retail executives. The fact that all expenses involved in the course—traveling, hotel, accommodations, meals, etc.—must be absorbed by the "students" has not dimmed the clinic's popularity. The only gesture

that Mohawk makes is a daily luncheon in the Mohawk cafeteria.

The pattern of the course has changed considerably with shifting trends in merchandising. At first, when the clinic started two years before Pearl Harbor, Mohawk presented purely technical material, concentrated on trips through the mills. But since promotional emphasis has become more important, the course now ties in more closely with selling and merchandising. Color—the most potent sales story for floor coverings today—receives a great deal of attention at the clinic, which takes the salesman through every step in the life story of a rug—from the gathering of the wool to the moment it is sold to the style-conscious woman of today.

The lectures themselves are given by men from the Mohawk mills—those on the technical aspects are given

WHY?

... BECAUSE IT'S *Basic.* THAT'S WHY

Why is the Chicago Daily News basic to your selling plans in this rich Mid-West market? Because it has selected mass circulation—meaning preferred coverage—in the most productive proportions—as related to the buying potentials of Chicago's various residential districts.

Why do advertisers in the Daily News have such a high expectancy of response? Because the Daily News has more than a million reader-friends among substantial families who are HOME readers of this newspaper.

Why, for 44 consecutive years, have advertisers placed more Total Display lineage in the Daily News than in any other Chicago newspaper—morning, evening or Sunday?* In answer to this question you can easily draw your own conclusion regarding

CHICAGO'S BASIC ADVERTISING MEDIUM

CHICAGO DAILY NEWS

FOR 69 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF
RESPECT AND TRUST

DAILY NEWS PLAZA, 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

*For fair comparison, liquor lin-
age omitted since the Chicago
Daily News does not accept ad-
vertising for alcoholic beverages

MUSKOGEE
 THIRD LARGEST CITY IN STATE
 in a
Land of Plenty

From the rich bottom farm land of the Arkansas and Grand River areas, a "MONEY CROP" is produced each month of the year. This augmented by Industrial and Government Payrolls, makes for an ideal, balanced income that spotlights Muskogee "in a Land of Plenty".

Share in this prosperity by using space in the



Muskogee Daily Phoenix
MUSKOGEE TIMES-DEMOCRAT
 MORNING • EVENING • SUNDAY
 Represented by THE BRANHAM COMPANY

STEBCO

**SALESFOTO VISUALIZER
 VISUAL PORTFOLIOS
 AND SALES CASES**



STEBCO
 BRAND MARK

STEIN BROS. MFG. COMPANY

Sales Case Specialists over 25 Years... 231 S. Green St., Chicago 7, Ill.

How to make your sales presentations compact, neat, efficient! Write for this new booklet... Stebco "Sales Helps."

by the superintendents of the various mills, as well as the production manager, those on color by the mills' colorists, those on selling and merchandising by Mr. Hildreth, T. E. Brown, the merchandise manager, H. E. Rollins, manager of market research, F. I. Monahan, director of sales. John Pollard is director of the school.

Every possibility for dramatic presentation of material is exploited. The classroom, which is about 30 x 60 feet, contains a regular stage with theatrical lighting effects. And the lectures are supplemented by demonstrations, films and slides—as well as mill tours. The course is a fine example of showmanship applied to sales training.

Here is a typical program of the three-and-a-half-day session:

The First Day:

1. "If It Isn't in the Wool, It Isn't in the Carpet"—H. D. Burbank, director of purchases.
2. Woolen Yarn Manufacturing—J. Schofield, woolen mill superintendent.
3. Dyeing the Surface Yarns—E. Frederici, manager of laboratory research.
4. Through the Spinning Mill and Dyehouse.
5. Planning Production — J. McCleary, production manager.
6. Carpet and Rug Design—H. Sauter, Axminster, chenille and velvet design.
7. Story of Color—J. Archibald, Wilton colorist.
8. "Curves of Color"—a G-E movie.

The Second Day:

1. Mohawk Merchandising—T. E. Brown, merchandise manager.
2. Color in the Home—D. Greig, assistant colorist. (see illustration)
3. The Chenille Story—A. Kelly, chenille mill superintendent.
4. Through the Chenille Mill.
5. Chenille Selling—G. P. Reynolds, manager, Contract Carpet and Chenille Department.
6. The Wilton Story—S. K. Warnick, Jr., assistant superintendent, Wilton mill. (see illustration)
7. Through the Wilton Mill.

The Third Day:

1. The Tapestry and Velvet Story—A. Veeder, superintendent, tapestry and velvet mill.
2. The Axminster Story — W. Mead, Axminster mill superintendent.
3. Through the Axminster mill.
4. Review—John Pollard, director of the school.

SALES MANAGEMENT

BLANKET THE PACIFIC COAST'S HUGE NEW "A" MARKETS WITH...



The "BIG THREE" covers 4 out of every 10 families in America's choicest present and post-war markets!

Buy the three topmost Sunday newspapers with your choice of

- ✓ Run of paper in black-and-white.
- ✓ Pictorial Review color or black-and-white: in 1,000 line space units only. Some space for 1945 still open if you act now.
- ✓ Group rate—one order, one operation.

"THE BIG 3"



THE BIG THREE



Pacific Coast Sunday Group

National Representatives: Hearst Advertising Service

MAY 1, 1945

[63]

5. Sales Value of Quality—L. R. Jones, manager, Technical Division.

6. Estimating and Matching Carpet—J. Scott, manager, cut order and tarpaulin.

7. How the Mill Helps You Sell—H. P. Hildreth, manager, advertising and sales promotion.

8. "Setting the Pace"—a Mohawk movie in three sequences: (a) Face-lifting the Retail Department; (b) Retail Selling; (c) Selling in the Home.

The Fourth "Half-Day":

1. Your Opportunity Tomorrow—H. E. Rollins, manager of market research. 2. Sales Tools for Post-War Selling—J. A. Churchill, manager, Shuttleworth Group Department.

3. Your Success in Post-War Is Up to You—F. I. Monahan, director of sales.

4. Round Table.

Mr. Hildreth points out that the round table at the end of the course has produced questions which give Mohawk management new ideas about

the selling problems confronting retailers and salesmen.

To equip the graduates of the clinic with permanent reference material, Mohawk has prepared the "Mohawk Carpet and Rug Manual." It is an illustrated handbook of the important steps in spinning and dyeing the surface yarns, designing the patterns and weaving all the popular types of fabrics—tapestry, velvet, Axminster, Wilton and custom-order chenille—together with a brief description of quality control. Copies of the speeches made at the school are also distributed among the students.

Thus, the sales training seminar prepares retail floor covering salesmen with the background they need for more efficient selling post-war. To quote Mr. Hildreth, "Future competition in the selling of all merchandise will be keener than ever before . . . carpets and rugs will be no exception. The trained salesmen with a thorough knowledge of the merchandise he sells will be capable of a much better job and an asset to the firm he represents. How the carpets are manufactured may in itself be not too important . . . but having this information the salesman can sell with more confidence and properly recommend the fabric best suited to the customer's needs."



Sally says
-NO!

ARE we sorry to see Sally go? No. THE AMERICAN GIRL MAGAZINE had been helping to develop her for this day. To its teen-age readers, THE AMERICAN GIRL is more than reading matter. It is companion, counsellor and friend through happy years of learning how to be a woman.

To you, it is the woman's market *at its beginning*

Each month *ten to fifteen thousand* girls grow out of AMERICAN GIRL MAGAZINE readership into adult womanhood . . . out of the never-to-be-repeated period of their lives when their minds are *most receptive to your message!*

800,000* readers say — "Grow along with us!"

American Girl

Selling to Women While They're Young
\$810 per page . . . 225,000 ABC



PUBLISHED BY THE GIRL SCOUTS, 155 E. 44th St., N. Y. 17 • MEMBER OF THE YOUTH GROUP

* Based on readership survey tabulated by I. B. M

for **OMAHA** plus
USE

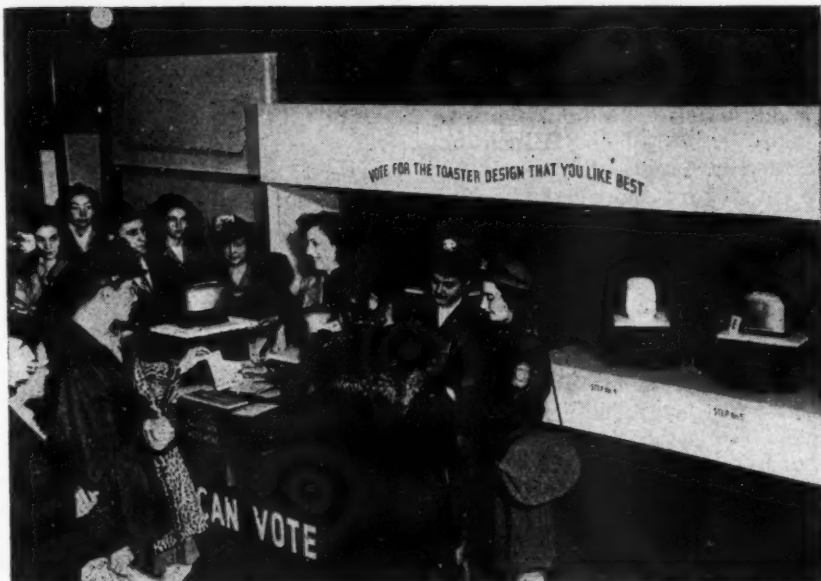
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5000 WATTS
Established 1923

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NBC

Owned and Operated by
RADIO STATION WOW, INC.
JOHN J. GILLIN, JR., PRESIDENT
JOHN BLAIR & CO., REPRESENTATIVES

SALES MANAGEMENT



SHE DOESN'T EXIST—that woman who doesn't believe she could design household equipment better than the manufacturer. Proctor Electric Co. gave her the chance in Philadelphia in a post-war toaster design poll.

Campaigns and Marketing

"Speak Louder"

No one knows when V-E Day will come. But the War Advertising Council, Inc., has already sent to the publishers of 1700 newspapers a message urging that local advertisers be asked to sponsor a full-page advertisement when the news comes that Germany's defeat is an actuality. The advertisement, prepared by the council and supplied to any and all advertisers who want to use it, headed, "Speak Louder, I Can't Hear You!", is the catch phrase mouthed by a million G.I.'s at home-front reaction that the War is nearly over. Destined for wide circulation the advertisement is calculated to throw a mental time bomb in the faces of the too many thousands who are prepared to heave a sigh of relief when the good news comes from the Western Front. There are still the Japs to fight, still a thousand islands to be won by "blood, sweat and tears." On how America reacts to the job ahead—whether it lays down on a job only half done out of over-optimism—will depend the success or failure, the speedy cessation of the other half of our War, or the long, painful and shattering dragging out of what lies ahead.

As a prospective advertiser don't wait for V-E Day—see your local newspapers now and put your name on the line for "Speak Louder." The boys who left your place to go off and fight a War will hear it—you *couldn't* speak louder to them.

Casco Returns

Casco Products Corp., Inc., Bridgeport, is resuming partial manufacture of its Casco Heating Pads, with a distribution plan that looks like something new under the sun. Recently the corporation was authorized by the Government to manufacture 500,000 of their heating pads. Since 500,000 pads would be a mere drop in demand's bucket, the corporation decided to use its own allotment-pri-

ority system. Requests accompanied by a physician's statement, indicating that need for one of the pads is urgent, will be given priority. Hospital priorities will receive first consideration. Casco itself will verify each statement from physicians to insure fair distribution.

Manufacture of the pads is being undertaken in nine small shops, quite apart from the company's main plant in Bridgeport. This has been done to prevent any reduction of Casco's vital war work, (the Goon Gun). Most of the work on the pads is being done by women, who are, for the larger part, keeping house during their morning hours. Final assembly of the component parts of the pads will be handled in Casco's Saugatuck, Conn. plant.

Manufacture of the pads, which are available in three sizes—two of which have the new 30-heat device, began some two and a half months ago; delivery to wholesalers will be made in the immediate future. Casco estimates that something over four months will have been required to complete the 500,000 quota.


Courtesy Pays Off

"Courtesy and Cooperation," the theme of a current advertising campaign being run over a period of a month to six weeks—in the *Nassau Daily Review-Star*, of Hempstead Town, L. I., is expected to pay dividends to the merchants of that community.

The campaign, an extensive crusade for the fostering of good relations between local merchants and their cus-



IN THIS CHEVROLET PLANT paper conservation is a reality. These men are packing used cartons while a bale of "knocked down" cartons, shipped back from Buffalo by truck, awaits further use. Are you doing as much?



**THE BUILDERS OF
10,000,000 POSTWAR
HOMES COULD SPECIFY
YOUR PRODUCTS**

**TELL THEM ABOUT YOUR
MATERIALS AND EQUIPMENT**

THEY READ
PRACTICAL BUILDER
(Read by 58,500 alert builders)

59 E. Van Buren Chicago 5, Ill.

IT'S COOL HERE!



**HOTEL
Mayfair
ST. LOUIS**

AIR-CONDITIONED

tomers, actually goes deeper than mere good relations. Far from being a let's-all-be-kind-to-one-another movement, the newspaper feels that it should stimulate business, promote a community spirit. Good relations now, between merchants and their customers, in days of shortage and wartime conditions, will pave the way for a more prosperous post-war future for these local merchants—make for a more general prosperity in Hempstead Town (which embraces 50 or more towns and villages.)

The *Nassau Review-Star* will publish a series of 12 full-page advertisements during the campaign's duration—each taking a different group of residents as its theme. One of the advertisements will focus a spotlight on local service men, another will deal with the clergy, another with professional people, and business men.

Further to dramatize the campaign, thousands of buttons bearing the slogan, "Courtesy and Cooperation—This is Our Pledge," will be distributed and worn by clerks and proprietors of retail establishments and service organizations. The newspaper, in addition, is providing each of the sponsors with stickers for his windows, easel cards for counter displays and tags for electric light cords.

The campaign was instituted by the

newspaper — announced by it at a series of lunches to which all participating merchants were invited.

Strip Tease

Even the perfume manufacturers haven't quite gotten to strip teases to market their wares, but one manufacturer of a house cleaner, is going all out with burlesque-advertisements. Solventol Chemical Products, Inc., manufacturers of Solventol, is distributing to jobbers a presentation, in the form of a flip chart—featuring "Miss Solventol," a curvaceous model who displays, aside from herself, a large can of the cleaner. One of the pictures portrays "Miss Solventol" trying on a pair of Nylons. The legend below the picture points out the chemical similarities between the household cleaner and such synthetics as nylon hosiery.

The rest of the chart traces the development of "Miss Solventol" (who personifies the cleaner) from the gleam in the inventor's eye to the finished product of today—unfolding the story of the organization of the product and its utilization. As a charming housewife, attired in a pleasingly abbreviated play suit, the model supplies the woman's angle, is pictured performing the various household cleaning tasks with the cleaner.

Other phases of the campaign include wide usage of newspaper advertising in North Central key cities, and house to house sample and descriptive literature distribution.

Strong appeal to the housewife is the theme of the campaign—"No rub, no scrub—just wipe it on, then wipe it off." Certainly the campaign should get off to a flying start when the jobbers see *their* side of the promotion.

The Acme of Bovinity

If you should ask a G.I. overseas what things he misses most, chances are that high on his list will be the lowly hamburger. Morale must be up a notch in foxholes however, since the Army has announced that with the cooperation of the Can Manufacturers it has developed a special pack with two hamburgers to a can, charcoal broiled! Civilians will have to pull in their belts and wait for Victory, when plans are to market the tinned delicacy on the home front.

HOW'S YOUR ALTER EGO?

EVERY MESSAGE-IN-TYPE that carries your name is your *alter ego*—your "other self". That's why it's important to know about the services of R. O. H. Hill, Inc.

For Hill produces letterheads, business cards, and announcements that truly reflect the dignity, prestige, and personality of your business. They are "Business Ambassadors"—not just the usual printed messengers.

Get in touch with R. O. H. Hill, Inc., when your requirements are out-of-the-ordinary. The service is complete from design to finished product, or you can use any part that fits your needs. The service is speedy, too—thirty years' experience makes the difficult job easy. Plans and prices at no obligation. Give us an idea on what you want. We have done it for others—can do it for you.

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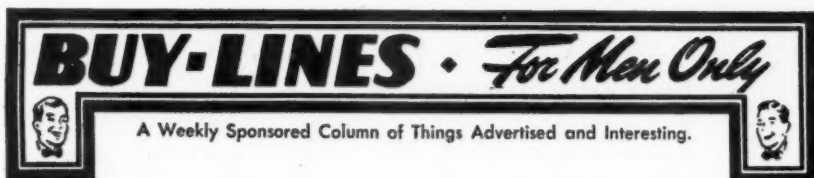
Special Announcements—Letterheads—Business Cards—Certificates

MARKET ANALYST

Excellent opportunity for man having experience in market analysis. Salary commensurate with ability. Outstanding progressive Midwest company. Write Box 2110, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

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NEW YORK: 271 MADISON AVENUE

Chicago: 360 N. Michigan Ave.

San Francisco: 235 Montgomery St.

Sunkist to Spend \$1,000,000 to Push Sale of "Ping Pong" Oranges

Normally, more than half the Valencia oranges marketed are "220" size or larger. This year only a fifth are that big. So Sunkist builds a special campaign to push more large-unit sales of the smaller fruit. Magazines, newspapers and business papers will be used.



NATURE PLAYS TRICKS on California orange growers—turns up with a large crop of oranges as small as golf balls. But a good advertising campaign defies Nature!

"Potatoes they grow small in Kansas;
Potatoes they grow small, and they eat 'em
skins and all,
And they're very glad to get 'em out in
Kansas."

THIS is the Year of the Knot-hole, which every trade and industry has to squeeze through—and our enemies go through first.

It brings a peculiar problem to California orange growers, because never before have their summer Valencia oranges been so small. You will soon see them on fruit-stands.

For a medium size orange, you would select a 220, that many to the box, two and five-eighths inches in diameter. Normally, more than half the crop would be 220 or larger, but this year it is only 20.7%.

Sixty percent of the 1945 crop runs 288 or smaller, with 21.1% 392's and

smaller. A 252 measures two and a half inches, and a 392 is a pingpong ball, two inches. And a record-breaking crop—34 million boxes.

Apart from more cutting and squeezing, these small oranges are just as good, and just as cheap, as medium to large. But it is an ingrained habit of the consumer to buy medium or large oranges. Display medium, large and small, and the medium will go first, then the large, and last of all the small sizes.

Nobody knows for certain why oranges grow that way, but every season, as the summer Valencias and winter Navels develop, California orange growers look ahead to see what they have to market. Sometimes there are very large sizes—hard to sell because they look expensive to people who buy mediums. And sometimes there is a surplus of small sizes—but never before anything like the golf balls of 1945.

California marketing agencies have asked OPA for special adjustments on ceiling prices, to help move this crop which will begin to appear around June 1. Meanwhile, the California Fruit Growers Exchange (Sunkist) has planned a selling program which will tell the consumer that 1945 Valencias are small, and tell the distributor how to merchandise them.

If Sunkist had not been selling fruit for a good many years, and learning things, it would undoubtedly have a hard time this summer. But its experience has disclosed some fundamental rules for selling small oranges.

Selling the Baby Oranges

First, the unit of sale has to be increased, from one dozen, or pound, to three dozen, or three pounds. If the retailer prices his fruit that way, consumers buy.

Second, small oranges can be made to look big by bulk displays, piles of fruit that make three dozen instead of one look logical.

Third, spotlight the small fruit, with the mediums and large sizes in the background. This summer there won't be much background, because the Armed Services are going to take most of the large sizes. In some markets, people will actually not see, this summer, a normal size California orange.

Four, the retailer will sell more small oranges if he closely follows the wholesale price trends, and lets the consumer know that price economies are promptly passed along.

Consumer information about the peculiar 1945 crop will appear in Sunkist's regular magazine schedule, buttressed by the largest daily newspaper campaign ever undertaken—920 different dailies, reaching all cities, and many towns. The pingpong oranges of 1945 are consumer news, and will be treated accordingly.

For the retail and wholesale trade, there will be special advertising in national grocery journals, with direct mailings and dealer service. The retailer is the key man in selling small sizes, because he has to display, price and push the multiple dozen or pound unit, so the consumer will be induced to buy on that unfamiliar basis.

Multiple sales are to the retailer's advantage. To sell a box of 344's by the single dozen, requires 29 separate

SALES MANAGEMENT

sales, while if three-dozen lots are sold, the whole box is cleaned out in less than 10 sales. By the pound, 75 sales are necessary, where in five-pound lots, there will be only 15.

To the dealer, this means less labor, less time, fewer bags. And he can point out advantages to the consumer in buying small sizes this way.

Pricing Problem

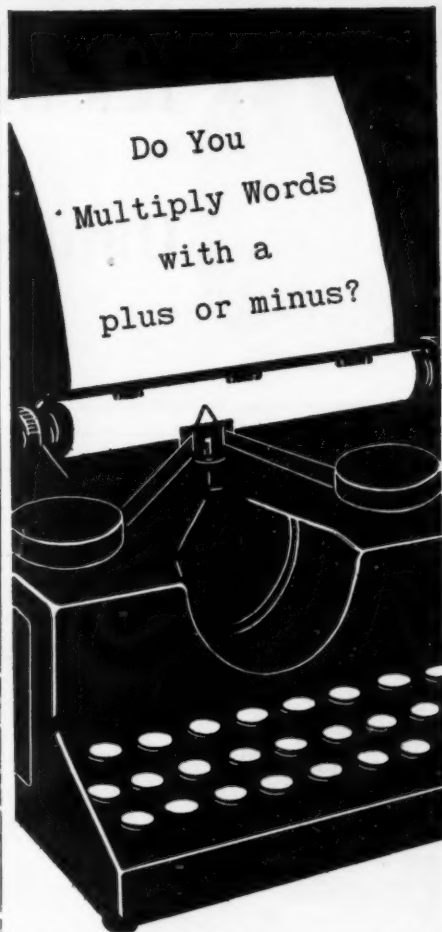
If both small and medium oranges are available, and the dealer prices both to return \$7.30 per box, his mediums (220) will sell for 40 cents a dozen, and the small (344) for 26 cents. The latter are better value. But if both mediums and smalls are priced the same, say 10 cents per pound, the consumer will buy the larger fruit every time, leaving the small sizes for the bargain counter.

Contrary to popular belief, the retailer has considerable leeway in selling under OPA ceilings. In many cities, community ceiling prices have been set on oranges, with other fruits and most fresh produce. For the sake of uniformity, these prices are on the pound basis. But there is no general

restriction preventing the retailer from pricing on the dozen basis, provided he does not charge more than the pound ceiling. By sharing economies in wholesale prices with his customers, the retailer can move more fruit.

If this were a normal year — for example, 1941 — the Sunkist dealer service would have about 65 young men working with retailers, making personal calls on more than 100,000 of them, and building orange displays in over 25,000 stores, to help sell the pingpong balls. These would be key stores in the community, run by merchants who have been found responsive to merchandising ideas, and whose methods are followed by others, because they are most successful. Also, the dealer service men would show merchandising films to audiences of grocers and clerks aggregating more than 100,000.

But this is the Year of the Knot-hole. The young men are in the Armed Forces. Sunkist has, today, just six in the entire country. You can figure out how many calls and displays can be made by one man in New York City, Chicago, Philadelphia, Boston, Kansas City, and Los



You write sales letters . . . with all the punch you can use. Then you make copies . . . 100 . . . 1,000 . . . enough to meet your list.

Now, when you make your copies . . . when you multiply your words . . . do you use a plus or minus? Do you *insist*, every time, that those sales letters appear on Atlantic Bond . . . a worthy sheet that looks and feels like business . . . an economical, watermarked paper that puts a plus in selling? If you don't, you should. Try it once and see.

Send for our free, helpful sample portfolio of "Eastern Papers for Business."



for Best Results
EASTERN CORPORATION
BANGOR, MAINE



"Whom do you think you're kidding?"

MAY 1, 1945

[75]



It's Birch of Boston for Outdoor Advertising in NEW ENGLAND

Write for free descriptive booklet "New England the Individual." The Birch Co., 218 E. Fremont Street, Boston 18, Mass. Tel. Hubbard 1057

Not *All* Sporting Goods Retailers

Main Street!



There are 8,000 *worthwhile* stores selling sporting goods and athletic equipment.

Let's call the "exclusive" sports equipment stores, the "MAIN STREET" crowd; and the other good stores selling sporting goods, the "CROSS STREET" merchants.

There are more "CROSS Streets" Than "MAIN Streets"
—and there are *three times as many* "CROSS STREET" stores as there are "MAIN STREET" stores.

**There are 2000
"Main Street" stores**

To some manufacturers this group may represent the entire market. But though they are choice outlets, *they account for only about 40 percent of the total volume* in sporting merchandise.

**There are 6000
"Cross Street" stores**

Collectively, these six thousand worthwhile stores *account for about 60 percent of the total volume* of Sports Equipment. They represent a most important portion of the entire market.

Together — They Comprise the Complete Market

This market serves millions of sportsmen: a post war market, conservatively estimated by U. S. Fish and Wildlife Service, of 26 million hunters and fishermen, alone, to say nothing of the increase in all other sports activities.

These "CROSS STREET" Hardware Radio and Auto Accessory Retailers, Book and Stationery, Department and Chain Stores, selling sports equipment multiply your actual outlets. As we near the war's end they become increasingly important.

Complete coverage of both the "MAIN" and "CROSS STREET" groups can be had only through—

Sports Age

—reaches more than twice as many
retailers of Sports equipment as
any other publication in the trade.

A GEYER Publication . . . 260 Fifth Ave. NEW YORK 1, N. Y.

Angeles. The dealer service will be spread very thin, indeed.

As the next best thing, an increased direct - mail campaign has been planned, with a monthly bulletin going to 12,000 fruit jobbers and their salesmen, and 83,000 copies of the bi-monthly "Sunkist Merchandiser" to key retailers. The merchandising methods to be followed in selling small oranges will be explained, pictured, diagrammed. And display material will be supplied for carrying out different types of display, designed for easy building, out of empty crates, in the least possible time.

Altogether, the organization will spend \$1,000,000 to move the small oranges.

And working with this special selling effort is a retail food trade which has learned, in past years, to feature Sunkist fruit, tying in with national consumer advertising. Also, during the war, this trade has accepted responsibility for getting its customers whatever is available, in the face of shortages. Finally, consumers have money, and they buy voraciously, and small oranges probably will be accepted by many as a phenomenon of the war.

Herald-American Announces "Better Chicago" Contest

Launching its sweeping campaign for a "Better Chicago Plan," the Chicago *Herald-American* announces that prizes will total \$25,000 in cash—to be awarded to individuals or groups who produce the best plans. The contest aims at blueprints covering every phase of municipal activity from slum clearance to transportation and the best forms of municipal government for the city's metropolitan area.

The contest, adds the newspaper, is open to everyone in the United States and to the American Armed Forces both here and abroad. It marks the third phase of a civic betterment campaign which was inaugurated by the *Herald-American* in January of this year through a pictorial expose of local housing and allied conditions.

The contest will close on midnight, Monday, July 16, and a board of noted judges will have final decision on awards. First prize is \$10,000; second, \$5,000; and third, \$2,000. Plans are limited to a maximum of 10,000 words.

The three main prizes are for plans offering the best solutions for an overall plan for the metropolitan area, "integrating the relationship of the industrial, commercial, transportation, educational, administrative, and recreational area of the region."

SALES MANAGEMENT

What America's youngest network will do about the GREATEST NEWS OF OUR TIME

Top talent is bringing the San Francisco Conference to Blue's listeners

SUMNER WELLES

One of the best-informed men in America *who is free to speak* has joined the American Broadcasting Company as advisor on the peace . . . Sumner Welles, former Under Secretary of State.

We figured out that our weekly radio audience totals the equivalent of five hundred million listeners. We feel that such an audience deserves the best that radio can give it.

A group of four Peace Forums conducted by Mr. Welles is now ending with the meeting of April 23. These forums have included such men as President Seymour of Yale University, Senator Pepper, Dr. George Gallup, and many other American leaders of similar standing.

Beginning May 1, Mr. Welles will personally appear on a 15-minute program of commentary on the Conference. This series of programs has been designed to give every American a seat at the Conference table.



ORSON WELLES

will act as moderator at a Conference Forum every Saturday, through arrangement with Free World Association, Americans United, and the American Broadcasting Company. 27 of the 44 Convention Delegates are members of the Free World Associations and will, accordingly, be available for these forums. This distinctive series will give Americans a chance to know what kind of folks the foreign delegates are.



writer, he can bring us the true meaning of the Conference.

BEN HECHT has written a special drama, spelling out the significance of the Conference, and featuring Orson Welles and Commander Harold Stassen. Ben Hecht, whose box-office draw is legendary, knows how the common people of America feel, and what they think. Perhaps better than any other radio

WALTER WINCHELL and DREW PEARSON



will broadcast direct from San Francisco. So will Peabody Award winner, Raymond Swing. Also Baukhage, Vincent Sheean, Edward Tomlinson, David Wills, Ray Henle, James Abbe, Tony Morse. Among others covering the Conference: Walter Kiernan, Earl Godwin, Hedda Hopper, and Westbrook Van Voorhis in "Time Views the News".

UNITED NATIONS NIGHT . . .



Meeting of The Air—Fred Waring—The Victory Parade of Spotlight Bands—and many others will bring you every viewpoint on the tremendous decisions to be reached in San Francisco.

the entire evening of April 26 will be devoted to the Conference—in addition to the other coverage described on this page. All sponsors and advertisers are co-operating. Lum and Abner—America's Town

BLUE CONFERENCE SCHEDULE	"TIME VIEWS THE NEWS"	"WORLD PEACE FORUM"	SUMNER WELLES' COMMENTARY	EDWARD TOMLINSON	DREW PEARSON	WALTER WINCHELL	"BAUKHAGE TALKING"
	Mon. through Fri., 4-4:15 P. M. EWT	Mondays, 10:30-11:00 P. M. EWT	Tuesdays, 9:00-9:15 P. M. EWT	Saturdays, 6:30-6:45 P. M. EWT	Sundays, 7:00-7:15 P. M. EWT	Sundays, 9:00-9:15 P. M. EWT	Mon. through Fri., 1:00-1:15 P. M. EWT
RAYMOND SWING	RAY HENLE	WALTER KIERNAN	BEN HECHT DRAMATIC PROGRAM	"CONFERENCE FORUM"	"HEADLINE EDITION"	The Victory Parade of SPOTLIGHT BANDS	EARL GODWIN
Mon. through Fri., 7:15-7:30 P. M. EWT	Mon. through Fri., 11:15-11:30 P. M. EWT	Mon. through Fri., 6:00-6:15 P. M. EWT	Wed. April 25, 9:00-9:30 P. M. EWT	Saturdays, 10:30-11:00 P. M. EWT	Mon. through Fri., 7:00-7:15 P. M. EWT	Thur. April 26, 9:30-9:55 P. M. EWT	Thursdays, 8:00-8:15 P. M. EWT

AMERICAN BROADCASTING COMPANY, Inc.

The Blue Network

THE FUTURE OF FROZEN FOODS

*...Is the future of
frozen foods unlimited?*

Food Industries' Report On Frozen Foods, reprinted from the magazine, gives as accurate a picture of the history and potentials of the frozen food industry as all available data permit.

The Report complete with 35 charts in three colors can be had for \$1.

The 1945 edition of the Frozen Foods Directory is ready, too, at 50 cents each.

FOOD INDUSTRIES

A McGraw-Hill Publication

330 W. 42nd STREET • NEW YORK 18, N. Y.

Field Reports from the CHEMICAL INDUSTRIES

In the interests of resultful advertising, Chem & Met is making field studies of equipment used in the chemical processing industry.

These should prove useful in planning your own field work.

A letter to Chem & Met indicating which you want will bring you reports on Pipes & Valves, Pumps & Compressors, Packing and Materials of Construction.

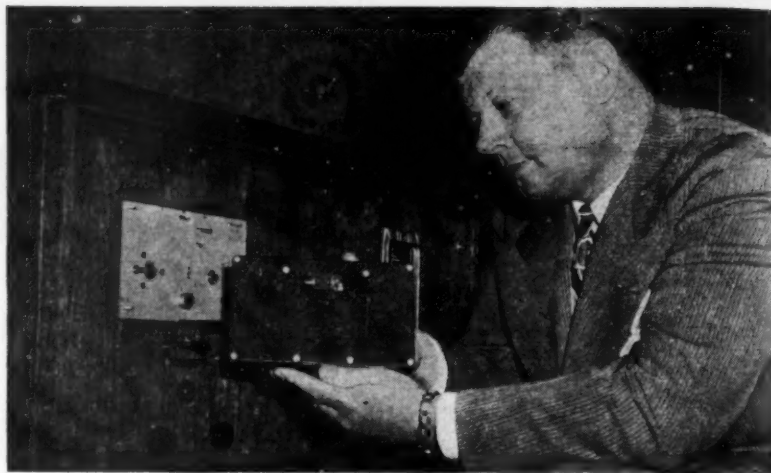
You can also request to be put on the list for Materials Handling, Packaging Equipment and Containers—to be sent you when they're ready.

CHEMICAL & Metallurgical ENGINEERING

A McGraw-Hill Publication

330 W. 42nd ST. • NEW YORK 18, N. Y.

[82]



New cartridge-type wire recorder will be part of Lear home radio sets.

Coming Your Way

..... new wire recorder recently introduced by Lear, Inc., has a revolutionary "magazine" loading feature. It is a small practical unit or cartridge which contains the wire on spools. It is completely self-contained and plugs into the cabinet as simply as slipping a pack of cigarettes into a pocket. Previous models required handling of the thin wire by the operator, making it subject to kinking and breakage. With the "magazine," loading becomes a simple, non-technical matter. The Lear Wire Recorder will be a part of Lear Home Radio sets and will also be offered as a separate unit to be attached to present sets as well as for other commercial, entertainment, educational and industrial uses.

..... new packaged mortgage, an innovation in home financing favorable to the borrower, has been announced by the National Life Insurance Co., Montpelier, Vt. New gas or electric appliances, such as ranges and refrigerators, for which reasonable values are included in the appraisal at the time the application is submitted, will be considered, by this company, as part of the real estate security for loans, subject to rules and regulations which will be prescribed by the Legal Department. These rules will include the stipulation that some degree of affixation of the article to the real estate will be required. This new note in home financing, it is expected, will be of great assistance to home purchasers, and will make it easier for persons to acquire a completely equipped house, with the payments spread over a long period of time.

..... glass-dome railroad cars, from which travelers will be able to see forward as well as sideways and backwards, are on the post-war docket

of the Burlington Railroad. The plan for such cars has been revealed by the two men who 11 years ago brought forth America's first Diesel streamline train—Ralph Budd, president of the Burlington lines, and Charles F. Kettering, inventive genius of General Motors. However, the actual design for this revolutionary type of railroad car is the work of several of the industrial designers of General Motors Corp. They approached their assignment from the travelers' point of view and without the usual inhibitions of past railroad practice or standards. The glass roof feature is made more practical than it would have been a few years ago by the fact that the roofs of modern passenger cars are lower and also by new types of glass developed during the war for use in bomber noses and blisters.

..... unstainable tablecloths of damask linen that cannot be stained by gravy, coffee or fruits are among the post-war developments foreseen by Monsanto Chemical Co. as the outgrowth of its wartime research into the plastic coating of fabrics. Monsanto predicts that the increasing success with plastic coatings will open up a new field in the textile world. Already they have found it possible to apply incredibly thin layers of a modified vinyl butyral plastic to various military fabrics by a process which greatly enhances their utility and causes only a slight alteration in their "feel." Among the many civilian applications in prospect, according to Monsanto researchers, are bright-color draperies which can be wiped clean with a damp cloth, luggage coverings which have stain and scuffing resistance and wall coverings which can be cleaned by water sprayed from a garden hose.

SALES MANAGEMENT MAY



READY FOR ROLL CALL!

IT TAKES a large room in Reynolds Laboratory to hold all the experimental rolls of Reynolds foil. This is one section of it.

The rolls you see look very much alike—but they're all different—different weights, different laminations.

When the Army Signal Corps asks us for the answer to a packaging problem, eight of these rolls may come down from the wall. A Naval Ordnance problem may summon down another eight . . . or more, to make test after test—or even a new lamination if necessary.

There are twelve highly specialized departments in Reynolds completely equipped, modern packaging lab-

oratory . . . dedicated now to the single aim of developing better packaging for shipment of the matériel of War.

The needs of war have revolutionized packaging! Undreamed of improvements have been made in the rolling, laminating and sealing of foil materials.

If you are interested in knowing how these new developments can help deliver your products to the public in better condition and with greater sales appeal than ever before—Reynolds technicians can help you.

For 25 years the world's largest producer of foil!
Address inquiries to Reynolds Metals Co., Reynolds Metals Building, Richmond 19, Virginia.



REYNOLDS METALS COMPANY

Leads the way in Foil Packaging



THE VETERANS WANT TO COME BACK. Servel asked its 1,200 employees in service if they plan to return to Servel after the war. Of those who answered, 99½% said yes. These two veterans have already come back to their old jobs—the young man below served a year on a destroyer, was medically discharged after recovering from wounds and burns, and is doing very well on the job as machinery repairman.



Ex-Employees in Service Tell Servel They Want To Return to Company Fold

EXECUTIVES of thousands of manufacturers and other employers scattered throughout the United States in recent months have been asking themselves: What about our men who have gone into the various Armed Services? Will they want to return to us when the war is over? Will they be content with their old jobs? Will they expect better jobs? Will the experiences they have gone through unsettle them?

Servel, Inc., Evansville, Ind., several months ago determined to make an effort to find out. This company has lost more than 1,200 men to the various branches of the Armed Services since 1941. The group represents a typical cross-section of Americans in service. It includes many officers running in rank up to colonels. It numbers among its enlisted men and women, personnel in the Army, Navy, Marine Corps, and Coast Guard. A number of the men are aviators.

During the entire war period Servel has attempted to keep in touch with its service men. Of the more than 1,200 in service to date, the company has addresses for approximately 800. Some time ago they sent these men a questionnaire concerning their interest in post-war employment.

Of the more than 400 who have

answered the questionnaire to date, only two have indicated that they are not interested in coming back to work for Servel. That means that 99½% of those who have replied are thinking of the safe haven of their home town and their old employer.

How about those who have not replied? It is not fair to assume that they are not interested. Many of them are a long way off. They move fast. It may take a long time for their mail to catch up with them.

Four Direct Questions

The questions Servel asked, prepared after considerable study and conference with personnel experts and trained psychologists, were direct.

1. Are you interested in returning to work at Servel after the war?
2. If so, what kind of work do you think you are best qualified to do?
3. What kind of work do you prefer?
4. What new skills or training have you acquired since entering the Armed Forces which you believe may be related to your post-war employment?

Of those sending in answers it is interesting to note that many of them didn't answer in routine fashion, but definitely showed that their life in the services had broadened them, given

them a new perspective and a liberal dose of imagination. For example, one man, 30 years old, who had formerly operated a hand truck, indicates a desire to return to the company. However, he says, due to the medical training he has received he now has an ambition to make Servel's shop hospital his life work after the war.

In addition to the men now in service from Servel there is also a liberal sprinkling of WACS, WAVES, SPARS and nurses. One of the girls who formerly riveted airplane wings is now a Cadet Nurse and also is putting in her bid for a place in the Servel hospital.

To properly analyze the questionnaire, Servel's Personnel Department obtained the services of Dr. Robert N. McMurtry, specialist in applied psychology and author of the book, "Handling Personality Adjustment in Industry."

Dr. McMurtry found that five basic questions could be answered as a result of the information gleaned from the questionnaire, plus information contained in the company's personnel files. The first of these questions was:

Does the service man desire a different post-war job?

Of those answering the questionnaire, 58% indicated a desire to return

to the exact occupation they had previously to entering the Armed Forces; 42% want a different job in the same plant. It is also noted that there tends to be a slight difference between men in the Army and the Navy.

It is generally felt that there are several factors which could affect the answers to such a question. Therefore, in analyzing the questionnaire it was necessary to consider each question from several aspects.

What did age have to do with the matter?

It would seem that age has quite a lot to do with it, for about 50% of the men under 25 years of age want to make a post-war change; of those over 25 only 33% desire a different type of employment.

New vs. Old Employees

Like many war production plants, Servel has expanded greatly since it ceased production of domestic refrigerators on May 1, 1942. Using this date as the breaking point, new employees were separated from older employees—and again a difference is noted. Of the new employees, 48% are interested in a different type of work while only 35% of the older men want to change.

Servel has been engaged since May, 1942, in the manufacture of wings for the P-47 plane and none of the new employees who answered the questionnaire had any experience in the company's peacetime line of manufacturing.

Answers from service men were again broken down in another way to see if there was a difference in sentiment among the men who are serving in training camps at home and those overseas.

Here only a 6% difference is shown: 37% of the overseas men desire to hold a different job on returning; 43% of the men in service in the continental United States want to make a change.

A natural followup to a question such as a desire for change in jobs is:

How will the returning service man be able to use the training he has received from the Armed Forces in the post-war period?

Opinion seems to be evenly divided on this question. Approximately 50% feel that they have learned something of value. The younger men, those under 25 years of age, again displaying the adaptability of youth, feel that they have absorbed more from their training than the older men indicate in their replies. Fifty-one per cent of the men who had been employed by Servel previous to May, 1942, feel that they have learned something which they can apply in the post-war period; of those who had come to the

plant after that date, only 49% feel that they can apply their Army skills.

Quite a number of examples can be pulled from the file of questionnaires to show how the Army has given many young men additional training in lines with which they were already familiar, or new training which will be of use to them post-war.

One former employee of the company who was an assembler on the refrigerator line before entering the service has been given extensive training in the Navy in the repair, installation and maintenance of commercial refrigeration units. He wants to return

to the company in the General Service Department where his Navy training will no doubt be of great value.

In comparing the answers to the first two questions, a definite trend is seen. The men who desired to change jobs in the post-war years are found to be the same men who feel that they will be able to use the training which they have received from the Army or Navy when they return to civilian life. This trend is followed almost 100% regardless of age, length of employment with Servel, and whether or not they are serving overseas or at home.

The third question considered was:



..... 180,626 NEW BEDS

A minimum of \$1,200,000,000 is presently planned for the extension of hospital facilities in the United States alone in the immediate Postwar period. This will add about 15 per cent to our present bed capacity.

A survey which contains full statistical information on these plans is available on request.

\$750,000,000.00 is expended in the hospital market for over 5,000 kinds of commodities and supplies used in both operation and replacement. Normally for each dollar originally invested in a hospital plant, a yearly expenditure of 35 cents is required for commodities, supplies and maintenance.

The personal attention of the hospital administrators who direct this planning and purchasing may be achieved by year-round advertising in **HOSPITALS—The Journal of The American Hospital Association**—with an A.B.C. paid circulation of 6,279.



HOSPITALS

THE JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION

18 E. DIVISION STREET

CHICAGO 10, ILLINOIS

WHItEhall 4350

MAY 1, 1945

[87]



Bakers Weekly

Published by American Trade Publishing Company.
45 W. 45th St., New York City 19, Bryant 9-4130.
Rates effective October 1, 1943.
Agency commission none; cash discount none.

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1 page	300.00
2 pages, per page	180.00
4 pages, per page	100.00
12 pages, per page	145.00
24 pages, per page	134.00
32 pages, per page	120.00

No rate holders accepted.
Rates based on total amount of space used in one year and not on number of insertions. Units in following sizes only: full, half, one-quarter and one-eighth page. Rates on fractional pages in proportion to the full page rate earned.

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Rates include bleed and red or persian orange, publisher's option.	
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Regular bulk space rates apply.
All inserts should be furnished by advertiser and shipped direct to Roy Press, 65 Beekman St., New York City 7.

Untrimmed size 8-5/8 inches by 11-3/4 inches (folded once in center if four page insert) which allows for 1/8 inch trim off top, balance of trim off bottom and outside. Trim size 8-1/8 inches by 11-1/4 inches. All live matter should be confined to 7-3/4 inches by 11 inches of trimmed page area; 70 lbs. is maximum stock acceptable. Specific layout and supplementary information on request.

Bleed Pages

1 page, extra	35.00
1/3 page, extra	30.00
Plate size 8-1/4 inches by 11-1/2 inches, which allows for 1/8 inch trim off top, bottom and outside margins. Trim size 8-1/8 inches by 11-1/4 inches. All live matter should be confined within 7-3/4 inches by 11 inches of trimmed page area.	

Classified

Want ads 1.00 per line. Count six average words to a line. Situations wanted .35 per line. Display type 5.00 per line; per inch 9.00. 25% discount for four consecutive insertions. Cash with order. Name and address including box number must be counted when figuring cost of an ad. Furnish for classified ads close Tuesday noon.

Where to Buy, one inch on	1 tl.	30 tl.	53 tl.
special page.	10.00	7.50	6.00

Contract and Copy Requirements

All copy subject to approval of publisher.

Mechanical Requirements

	Width	Depth	Width	Depth
1 page	7	10	10	10
1/3 page	7	4-7/8	3-3/8	10
1/4 page	7	3-3/8	3-3/8	4-7/8
1/8 page	7	3-3/8	3-3/8	3-3/8
Spread	15	10		

Page is 2 columns, each column 8-3/8 inches wide. Half-tones 110 screen; 110 and 133 screen acceptable. Composition—no charge.

Engravings will be made for advertiser on order and charged at prevailing New York engravers' scale, plus 10% for handling. Electrotype of complete advertisements will be made upon order and shipped to other publishers at cost plus 1.00 foundry lock-up charge and 10% for handling.

All cuts must be mounted (blocked) and properly mortised if mortising is required. Plates must be supplied with proper key number. Any jobbing, altering or blocking of cuts, etc., done by publisher rebilled to advertiser at cost plus 10% for handling.

Issuance and Closing Dates

Published weekly; issued Monday.
Last forms close 12 days preceding publication date. Complete plates for black and white accepted seven days preceding publication date. If proofs are desired copy and cuts must be received two weeks preceding publication date. No cancellations accepted with less than 30 days' written notice.

Personnel

Pub. & Bus. Mgr.—Frank H. Bamford.
National Advertising Manager—H. F. Shupe.

Representatives

Chicago 1—A. J. Bamford and George Chussler, Jr., 360 N. Michigan Ave., Central 5643.
Francisco 4—Simpson-Reilly, Ltd., Russ Bldg., Douglas 4994.
Los Angeles 14—Simpson-Reilly, Ltd., Garfield Bldg., Michigan 7431.

WHAT IS THE MARKET?

The nation's Bakers do a business of nearly \$2,000,000,000 (exclusive of the biscuit and cracker industry), purchasing \$750,000,000 worth of materials, ingredients, equipment and supplies, annually. Leaving out the little one-man, neighborhood shops, the approximate individual range of the baker with substantial purchasing power is from \$30,000 to several million dollars a year.

There are Three Major Buying Classifications in the Bakery Market

The Large Combination Baking Companies, having two or more plants and buying centrally: There are 82 of these Combination Companies, having a total of 770 plants... employing a small army of technical, operative and administrative men. These large companies generally buy in such volume that most of their purchases, amounting each year to millions of dollars worth of equipment, materials, supplies and ingredients are made direct from the manufacturers.

The Independent Wholesale Bakers and the Retail Bakers doing \$50,000 or more: These bakeries do a volume of business each year that ranges typically from \$50,000 to \$400,000 (in many cases running into millions). For the most part, purchases of materials, ingredients and supplies are direct from the manufacturers. This important group, buying individually, represents the bulk of the purchasing power in the Baking Industry.

The Progressive Retail Bakers, doing under \$50,000: The progressive bakers in this classification individually do approximately \$20,000 to \$50,000 worth of business per year. Many of them purchase practically everything from their local Bakery Supply house, of which there are some 250. NOTE: There remains a relatively large group numerically of what we earlier described as the "little neighborhood shops" which, together, account for only a very small percentage of the total bakery business.

WHAT ARE THE BAKERS' CHIEF PROBLEMS?

There are 2 major problems—

1. To make a uniformly good product.
2. To sell it at a profit, and to maintain current all-time high sales volume, postwar.

And that, in a business involving variable ingredients and the processing of perishables under varying conditions, is far from easy!

Making a Uniformly Good Product, Day by Day

The perpetual problem of the bakers in the three most important groups described above is to increase the efficiency and effectiveness of their production methods... to improve purity, quality, flavor and nutritive value; to increase profitable variety; and—above all—to maintain uniformity day by day. Engineers and laboratory technicians help maintain quality control of the product from the time the flour is bought until the bakery product is eaten, through scientific methods and with the help of modern equipment.

Selling Baked Goods at a Profit

On the merchandising side, all progressive Bakers, regardless of size, are anxious to find new ways to reduce costs, and work toward more efficient, effective, profitable merchandising. Particularly, they are deeply concerned with the problem of keeping the volume of business attained during the war. So they're interested in advertising, point of sale merchandising, packaging and speedy distribution. Hence, they're interested in improved machinery, equipment or supplies that will help them do this job, whether it's delivery equipment, show cases, scales, a new type of oven or a mixer that speeds production.

WHAT BAKERS WEEKLY DOES TO HELP BAKERS MEET THEIR PROBLEMS

Our whole concept of serving the Baker is built around technical help.

Through the editorial services of our Laboratory and Engineering Technicians, and our Sales and Merchandising experts, we help build a bigger industry.

The Experimental Bakery & Research Laboratory: Bakers Weekly has a completely equipped experimental bakery and research laboratory, under the direction of recognized experts in the field. Bakers Weekly feels that its major function in the industry is to lead in

CIRCULATION—A.B.C. 12-31-44
Established 1907. Single copy .20; per year 2.00.
Total net paid excluding bulk (6 mos. aver.) 10,020
Total net paid including bulk 10,022
Advertisers 86
Advertising agencies 37
Samples to prospective advertisers 87
All other unpaid distribution 346
Total distribution (6 months average) 10,573

TERRITORIAL DISTRIBUTION
Based on total net paid of Nov. 8th issue 9,999
(Mail 9,999; single copy sales 2)
New England 1,034 West South Central 453

Middle Atlantic 2,750 Mountain States 250
South Atlantic 822 Pacific States 175
East North Central 2,229 Canada 80
East South Central 278 Foreign 90
West North Central 1,029 Miscellaneous 10

BUSINESS ANALYSIS OF SUBSCRIPTIONS
Bakers and bakery owners 6,476; executives, managers, superintendents and foremen 1,149; bakery workers 93; bakery supplies 1,397; flour mills 133; miscellaneous 312; unclassified 233; men in armed service 78; military service—destination unknown 47; Unpaid distribution (6 mos. aver.—not analyzed) 350

technical progress even more than to report developments from the field. The wisdom of this publishing philosophy has been increasingly demonstrated over the last 25 years as the necessity has increased for close controls, chemical analyses of ingredients, research in new developments, changes in methods of production and operations.

An independent experimental bakery is a valuable asset to the entire industry. We can, through our own research, find the answers to many of the problems that beset the industry. Hence, we are in a better position to disseminate useful information to interested bakers everywhere.

Bakers have had the problem during the last few years of feeding more people than ever before, doing it with less of their basic materials, and under changing conditions that require quick adjustments in formulas and methods. The value of our experimental bakery is demonstrated by the help it has given through the editorial columns on adapting formulas to alternate materials.

Another important function of the experimental bakery and research laboratory is to test the utility and adaptability of materials, ingredients and equipment to the Baking industry. Unbiased advice is furnished to the manufacturers, or their agencies, of such products.

Engineering Service: Rigid controls on the ingredient side of the formula are of little avail unless equally exact controls can be achieved on the mechanical side. To help bakers secure this greater production efficiency and day-by-day uniformity, Bakers Weekly's Engineering Department develops methods and reports successful practices to the bakers on such subjects as efficient bakery layout; measurement and control of temperature, humidity and heat in all states of the baking process; insulation and how to use it; maintenance, repair and upkeep of equipment; mixing, fermentation, make-up, proofing, baking, cooling and wrapping procedure, and many other equally important production topics.

Because the engineers in this department work so closely with bakers in the field, and know their problems so intimately, they are frequently called in by manufacturers to work with them on new machines or accessories from the blue print stage to the time when test runs are made in a bakery. For example, the Engineering Department has helped the industry develop highspeed mixing, has helped bring about greater efficiency in bread-slicing and packaging machines; and has revolutionized cost control systems.

Complete factual reports on the adaptability, application and sales potentialities of practically every product used by the Baker are available from our files.

THE SALES FORUM . . . dedicated to maintaining present baking volume post-war. Bakery sales have, during the war, risen to the highest in history. To maintain that volume, bakers will have to develop new, constructive sales and merchandising procedures. To that end, a new weekly feature has been incorporated in Bakers Weekly—the SALES FORUM. It brings bakers help on such problems as distribution, point of sale merchandising, window displays, packaging, personal selling hints and employee relations. One of the principal aims is to help bakers understand the sound principles of marketing . . . how to analyze customer needs and how to fit merchandise and services to the needs of their individual markets.

WASHINGTON NEWS FLASHES

The on-the-spot coverage each week of WASHINGTON NEWS, the only service of its kind gathered and edited exclusively for the Baking industry, is of paramount importance to Bakers, to advertisers and government, alike. To insure authoritative interpretation and forecast of the lightning-fast changes in Government rules and programs, we increased our full-time Washington staff; moved one of our best editorial men to take charge; increased every facility so as to give complete, up-to-the-minute reports of what has happened and what is developing on the Washington front that vitally affects the bakery business.

THE EDITORIAL STAFF THAT CARRIES OUT THIS COMPREHENSIVE PROGRAM:

Bakers Weekly is headed by experienced Editors, each of whom is a specialist in one or more phases of the Baking industry, such as engineering, laboratory, bakery shop procedure, sales and merchandising, tax procedure and cost accounting. Their background includes technical, chemical and engineering experience; retail sales and marketing experience.

Peter G. Pirrie, Editor-in-Chief
Leslie M. Dawson, Managing Editor
Charles A. Glabau, Technical Director
John M. Hartley, Retail Editor
George Chussler, Jr., Merchandising Editor
Ruth E. Gardner, Laboratory Chemist
Henry F. Voll, Bakery Technician
James R. Phelan, Assistant to the Editor-in-Chief

Fred W. Colquhoun, Flour and Financial News Editor
Arthur T. Joyce, Director Washington Bureau
Edna B. Macknet, Assistant Director Washington Bureau
Eva H. Scafer, News Editor

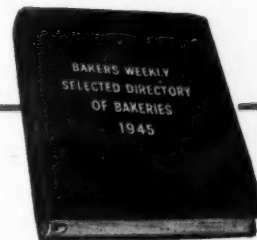
WHAT RESPONSE CAN ADVERTISERS EXPECT FROM BAKERS WEEKLY READERS?

Advertisers who offer our readers anything that will help with their problems, find them responsive. It all depends upon the kind of information that advertisers put into their space. A manufacturer whose equipment has practical applications in the baking field, gets best results when he backs up his claims with reasonable evidence, and fully explains the features of his product in terms of its specific advantages to the baker. Any advertiser who offers useful literature gets a tremendous response when his ad describes just what the literature contains and in what way it can be useful to the Bakers.

Bakers Weekly readers respond to advertising that is helpful and informative for the same reason that they write so voluminously to our Editors. From the large Combination Baking Companies, the Independent Wholesale and Progressive Retail Bakers, come thousands of inquiries each year to the Experimental Bakery, the Engineering Department and the Sales and Merchandising Editors.

Advertisers can be guided by this fact: These progressive bakers are interested in learning more about anything that can help them operate a better and more profitable business . . . whether it pertains to the machinery, supplies and equipment they work with, or the ingredients they use in their products.

Practical Bakery men; specialists in all technical phases, in engineering and in marketing; are available in our New York and Chicago offices to cooperate fully with any manufacturer or advertising agency interested in the Baking industry.



Directory of Selected Bakeries Available to Advertisers

Bakers Weekly compiles an annual Directory containing the names of bakery establishments which do \$50,000 or more business annually. It describes the type of business operated, kind of products made, number of delivery trucks, names of owners, operating executives, etc. Those who have used it say it is an extremely valuable sales tool in marketing to bakers.

BAKERS WEEKLY

THE BUSINESS MAGAZINE OF THE BAKING INDUSTRY

13 West 45th Street, New York 19, N.Y., BR 9-4130

40 North Michigan Avenue, Chicago 2, Illinois, CH 4-6600

MAY 1, 1945

National Maritime Day...

MAY 22

1819 — 1945

This Is Your Merchant Marine

On May 22, the nation will observe its fourth wartime National Maritime Day, commemorating the first successful trans-oceanic crossing by a steam vessel, the S.S. SAVANNAH, which sailed from Savannah, Georgia, May 22, 1819, for Liverpool.

The entire nation owes much to our present Merchant Marine—to the industry which built the ships, and to the men who sail them. Two-thirds of the world's merchant fleet now flies the Stars and Stripes—more than the rest of the world combined—representing the most phenomenal ship construction achievements in history!

The United States Merchant Marine has a dual function: In wartime, it is the muscle behind the fists of the armed services. In peacetime, it is the carrier of our goods to foreign lands, contributing substantially to our industrial gain and to the welfare of our citizens.

The Future

As our maritime resources have increased, those of other maritime nations have been depleted of ships, capital, manpower, and the ordinary means of rebuilding themselves. As leadership has come to us not only in maritime affairs, but to a considerable extent in other affairs as well, we must expect to assume the attendant obligations and responsibilities, requiring a strong post-war merchant marine!

In addition to this shipping leadership, there will be, paradoxically, a need for post-war shipbuilding to provide special types of ships for special services, in spite of the tremendous overall surplus of ships that will exist after the war. Reconversion, reconditioning, and a huge backlog of maintenance and repair to make good the ravages of wartime operation, will add to the volume of marine work now in prospect for the immediate post-war future.

American Merchant Marine Editorial Program

In co-operation with the U. S. Maritime Commission, *Marine Engineering and Shipping Review* has featured in its May issue a typically comprehensive editorial program on the future of the American Merchant Marine. This editorial information, which should stimulate widespread attention and discussion in maritime circles throughout the nation, includes such subjects as:

"Your Merchant Marine"; The Mari-

time Commission's Point of View; As the Shipowners See It; Our Merchant Ships; Postwar Ships; Postwar Ship Design; Engineering Developments; Analysis of Our Prewar Merchant Marine and Its Postwar Development; Shipbuilding and Repairs; Maritime Commission Awards; Safety Features of Merchant Ships; Training the Men to Operate the Ships; "This is Your Merchant Marine."

Foremost in the Field

Dedicated to providing its field with authoritative technical and engineering data, *Marine Engineering and Shipping Review* is held in high regard for its comprehensive coverage of the practical problems in the three branches of the marine industry—shipbuilding, ship operation and ship repair. The scope and character of the May issue is indicative of its editorial leadership.

The regular identification of your sales message in this publication will assure prominent attention to your marine products and services among the key men of the industry.

Free Booklet Available

A descriptive market booklet entitled "1945 Shipbuilding Market" outlines some of the current thinking on post-war prospects for shipping and shipbuilding in the United States, and presents facts and figures regarding the current shipbuilding program. If you have not yet received your copy, you may obtain one. Write for your copy today.

Has the Army made any definite use of the service man's pre-war industrial training?

It was felt that an answer to this question would serve as a good check on the accuracy of the answers to the first two questions and it proved itself to be just that. Of the men answering, 74% feel that the Army has made no use of their pre-war experiences, while 26% have found some use for their industrial skills in service.

In closely checking the returned questionnaire forms, it is noticed that the men who had used pre-war training formed a nucleus of the group interested only in returning to their pre-war jobs. This part of the analysis, Servel analysts point out, should not be construed as an indictment of the Armed Forces. The person reading these figures should remember that only a small percentage of civilian jobs have a true counterpart in the Army or Navy.

Veterans Bare Post-War Ideas

The fourth and fifth questions which the analysis answered established another trend.

The fourth question was: Do men now in the services have a definite post-war objective?

It is found that 81% of them do have a definite post-war objective.

Further breakdowns on this question might prove of interest: 85% of the service men over 25 years of age do have an objective for post-war, while only 76% of those under 25 have a definite objective in mind. The trend between the old and new employee is very simple: 87% of those who had worked for Servel prior to May, 1942, have an objective; among the newer employees only 75% know what they want.

The fifth question concerned the ambition of men now in service to improve their positions in life after they come out of the Armed Forces. Many writers, theorizing on the desires of service men, feel that they are going to come home drastically changed by their experiences. Some have developed the idea that they will want to be given a great deal without working for it. The survey made by Servel shows that among its former employees this is not the case.

All of the men answering the questionnaire indicate an honest desire to return to a good old-fashioned American job; 48% of them indicate a well-fixed ambition to improve their pre-war positions.

Some of the men with ambition to improve their pre-war positions may be a little difficult to satisfy. Selective service regulations state that the returning service man must be offered

MUT
MAY

Marine Engineering and Shipping Review

A Simmons-Boardman Publication

30 Church Street, New York 7, N. Y.

105 West Adams St., Chicago 3
530 W. 6th St., Los Angeles 14

National Press Bldg.,
Washington 4, D. C.
300 Montgomery St., San Francisco 4

Terminal Tower, Cleveland 13
1038 Henry Building, Seattle 1

MORE NEWS

is good news

THERE IS MORE than one reason why WOR broadcasts 15% more audience-building news day in and day out than the next highest-ranking news programmed major station in New York.

This edge in news reflects the *knowing* enterprise that guides all WOR programming. That enterprise is not based on WOR's own wish-fulfillment, but on the continuous, penetrating appraisal of listeners' likes and dislikes by such impartial analysts as Crossley, Inc.

Recently, WOR commissioned Crossley to ask 1,248 men and women, in all income groups, "Why did you turn your radio on?" Dominant and first reason was "to hear news". This outranked the second desire, dance music, by 15.7%.

Long before — and since — the dark days of 1941, WOR's scientific scrutiny of its program structure has consistently shown that more news is good news, as far as WOR's listeners are concerned. And because news is so *intimate* and *important* today, WOR spots it smartly to add vitality to all its programming and thus ups the impact that every broadcast minute makes on hundreds of thousands of listeners in one of the greatest listening areas on the Eastern Seaboard.



WOR

... first with what

the public wants first

MUTUAL

MAY 1, 1945

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a position comparable to that which he held pre-war. A good example of how difficulties may present themselves can be cited in the case of the electrician's helper who left Servel in 1942 to enter the Air Corps. In the two years he has been in the service he has had training as a weather forecaster and weather map analyst. The training he received for his service position included nine months at New York University as an aviation cadet.

In his Army job he has been the commanding officer of a large group of men at his station in Pierre, S. D. He is interested in returning to Servel. The company has no comparable job. He believes he would fit into the personnel division. Without doubt his

Army training has broadened and developed him. He certainly has abilities and skills he didn't have before he went away. Possibly the company can find a new job for him.

Age again, among those who have found their ambitions polished up and expanded, seems to be a factor. A much larger percentage of the men under 25 appear to have a desire for improvement than those in the group over that age.

The trend which appears to be established by the last two questions seems to be fairly obvious. Former employes of the company now in service know what they want and have ambitions which are, in the main, within reason. There is no indication in this

study of a cross-section of American service men that they expect to be made vice-presidents of the corporation because of the sacrifices they have made for their country. They haven't lost perspective. Too, they show real appreciation for the interest the company has taken in them while they are away.

Summing up, the analysts believe that two logical and quite encouraging conclusions can be drawn from the replies:

1. That not a large percentage of men returning to civilian life will want or expect to make great changes over their pre-war mode of life. Those who do, if appears, seem to have a good motive back of their desire to change their type of employment. This group is made up of men who have acquired new skills through training and desire to take advantage of them.

2. That this latter group is coming home with increased but reasonable ambitions and definite objectives. Apparently they have their feet on the ground.

Don't Be Too Optimistic

It would be a mistake, the Servel analysts think, to be too optimistic about the ease with which American service men will readjust themselves to civilian life. It should be remembered that when this country started to build the greatest Army in its history much was said about the difficulty of adjusting men raised in a non-military nation to a military life. Similar adjustments must come when they return home and start picking up the threads of a peacetime existence.

Servel has already had experience in fitting men back into peacetime employment. More than 60 of its former employes, some bearing permanent scars of battle, some handicapped for life, have come back to Evansville and have been fitted into jobs at the plant. Personnel men, where the veteran is permanently crippled or disabled, are finding "spots" suited to their remaining abilities.

Mostly, however, veterans will come back sound. They will not be vastly changed. In war they have proved that they have guts; in the routine of civilian life they will still have guts. This study, Servel executives confidently believe, proves that an American youth can go through the experiences of war, through battles, through hell, and still retain his down-to-earth thinking.

They are all set to welcome most of their 1,200 service people, men and women, confidently certain that in the main, they will return to jobs waiting them as good or better workers than they were when they left.

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

for

CATALOGS
MANUALS
INSTRUCTION
BOOKLETS
PORTFOLIOS
PROPOSAL
COVERS

*Kroydon Cover is distributed by leading
Paper Merchants throughout the country*

COMPANION COVER LINES

TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY
SPRINGFIELD 7, MASSACHUSETTS



Rubbed-the-Wrong-Way Dep't.

Editor, SALES MANAGEMENT:

We are taken to task for publishing late in February and early in March in the two leading national weekly magazines, one advertisement regarding steak and another featuring pork chops. It rather surprises us that a publication like SALES MANAGEMENT does not realize that a long period of time elapses between deadlines and publication dates of magazines.

It may interest the author of the article to know also that we were able to catch a number of other advertisements and bring them more nearly into line with conditions. In one case 160,000 copies of an advertisement had been run when we caught it and changed the type. Other advertisements were completely redesigned and rewritten—almost overnight—even after they had been sent to the publications.

Yes, we know there is a war on but apparently the author of the article doesn't realize that you can't change color advertisements in magazines as quickly as you can change a radio commercial.

NORMAN DRAPER
Director Department of
Public Relations
American Meat Institute
Chicago, Ill.

Editor, SALES MANAGEMENT:

It was reassuring to learn in the editorial entitled "Rub-the-Wrong-Way Advertising" in your March 15 issue that the fellow who wrote it is so fond of steaks and pork chops (they contain proteins, vitamins and other things which are good for him).

We consider it unfortunate, however, that he should have taken out his spleen in not being able to get steaks and pork chops in the form of this editorial.

As head of the advertising agency which handles this American Meat Institute account I am, frankly, very much "rubbed-the-wrong-way."

Starting some five years ago, the American Meat Institute has carried on an extremely broad-gauge program. This program at all times has been conspicuously conservative in its claims and sensitive to the needs of the times.

We have liked to feel that in this campaign we have helped to restore to advertising some of the fundamental integrity which is so often missing from the shallow and expedient appeals of many advertisers.

As close as you and your editors are to the quick shifts in war demands, it is baffling to me that you should have misunderstood the circumstances of this advertisement.

The ad you apparently refer to ran in the February 5 issue of *Life* and the February 24 issue of *The Saturday Evening Post*.

This advertisement was planned in October, 1944.

The color photograph was taken in New York in November, 1944.

The engravings went to *Life* December 11, 1944, and shortly afterwards, to *The Saturday Evening Post*.

All this happened at a time when our own highest ranking Army officers, Winston Churchill and others were predicting that the war with Germany was about over.

If there is anybody on the staff of SALES MANAGEMENT, in OPA or anywhere else who at that time could have predicted the revised demands of the Army or the shortage of meat animals, I am sure the meat industry would be very much interested in his services as a soothsayer.

You will no doubt be interested in some of the more recent manifestations of this campaign which are soon to appear. Proofs of two more recent ads are enclosed. You will note that in the second ad, dealing with canned grilled hamburgers, we are going into the uses of meat by the Armed Forces, showing where the meat is going and at the same time exemplifying the ingenious technological achievements of the meat packing industry.

This industry, in collaboration with the U. S. Quartermaster Corps, has developed more than 150 such products—fresh, cured and canned—which we hope may make life a little more pleasant for those fellows who are going through hell.

Most of our basic industries are almost 100% on war production. No one would think of asking the automobile industry to turn out several hundred tanks a day and at the same time turn out the regular number of passenger cars. Yet, that is exactly what the meat industry is trying to do. It is asked to turn out millions of pounds of meat per day—every day—for the Armed Forces, and at the same time it is asked to keep the fellow who wrote this editorial full of steaks and pork chops.

LEO BURNETT
Leo Burnett Company, Inc.
Chicago, Ill.

P.S.

Also—your writer is guilty of a little astigmatism. We refer to his mention of an ad on steaks. We know of no such ad.

(The Messrs. Draper and Burnett refer to a Significant Trends observation by our Mr. Salisbury—who does know something about color printing schedules, but still maintains that he hasn't seen any steaks or chops at other than black market butchers since long before the break-through in December, and if that wasn't a steak in the February 24 S.E.P. his memory of a steak has gone stale. Call it just a piece of meat, Mr. Burnett, and he still feels that in New York City it doesn't make any difference—that the Meat Institute is still talking about the unattainable. What

Meet
Tom Burns*
OF WHITE PLAINS



AND
**Major E.V.D.
Duggan***
OF HARRISON

It costs the Major more for caddies and balls than Tom pays for his golf all summer. But that's the way the Major likes it, and that's the way Tom likes it.

Westchester County has everything for every golfer, whether he likes to play where it costs real folding money or do it economically at one of the many county golf courses—everything from Blind Brook to Mohansic!

And that has made the 573,000 people in Westchester County one of the greatest markets for athletic goods, automobiles, gasoline and oil in America. They spend about \$24,500,000 a year at the 19th hole and in various eating places.

If you're looking for people who buy things in a big way, Westchester County is the answer.

Ask your advertising agency, they'll tell you!

**These names are fictitious. Any similarity to real persons is purely coincidental.*

Here are a few advertisers who have cashed in on Westchester:

Esso
Socony
Shell
Sunoco
Texaco
Buick
Cadillac
Chrysler
Ford
Nash
Packard
Studebaker



**Westchester
Newspapers**

A group of 9 daily newspapers published in 9 different Westchester communities. Combined circulation—89,369, 85% of which is delivered to the home in the late afternoon when the woman of the house—the home purchasing agent—is in a receptive mood for your sales message.

Represented Nationally by the
KELLY-SMITH COMPANY
New York

MAY 1, 1945

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our irate editor failed to mention, and deeply regrets, is that the American Meat Institute has tried—and in most cases with conspicuous success—to cooperate wholeheartedly in bringing the meat crisis to the public in understandable terms.—THE EDITORS.)

%'s for Advertising

Editor, SALES MANAGEMENT:

I have two marketing Pictographs, one dated March 15, 1944, which appeared in the SALES MANAGEMENT issue of that date, and one dated December 15, 1944, which also appeared in SALES MANAGEMENT.

Both give the percentage of sales spent for advertising by various industries.

The first of these gives 2.06% for canned fruits and vegetables, and the second 4.9% for canned fruits and vegetables.

Other figures I have procured from other sources gave between 5% and 5.41%. Could you please explain the 2.06% figure for me?

L. C. MACGLASHAN
Gardner Advertising Co.
St. Louis, Mo.

(The March 15 Pictograph was built from information released by the Federal Trade Commission, the substance of a report submitted to Congress November 11, 1943. The percentage figure of 2.06 is the total cost of 76 companies and it applies to the year 1939. The December 15 Pictograph was developed from Part 5 of the FTC's continuing study, which was submitted to Congress October 30, 1944. It

covers the year 1940 and is based upon the reports of 49 fruit and vegetable canners who spend an average of 4.49%. In both reports the point is made that the large canners spend considerably more for advertising than the small canners. It seems reasonable to assume, therefore, that the Part 5 report was based largely or entirely upon expenditures for the larger concerns.—THE EDITORS.)

More Than a Share

Editor, SALES MANAGEMENT:

Your editorial on "Interstate Trade Barriers," February 15 issue, indicates that our industry still has a big educational job to do. Most people seem to realize, as you do, that motor vehicle owners pay their full share of the cost of maintaining the highways they use—but few, including yourself, realize that motor vehicle taxes also include the owners' full share of road building costs.

The only unbiased study and report on the subject, to our knowledge, is a 4-volume treatise by the late Hon. Joseph B. Eastman, formerly Federal Coordinator of Transportation, entitled, "Public Aids to Transportation."

The facts in this report have never been refuted. In fact, in his conclusion, Eastman said, "I may add that the railroads have had the opportunity to express to me, both orally and in writing, their views on the highways carriers. Their contentions impress me as being carried to extreme limits."

Enclosed are some boiled-down highlights of Eastman's findings, but we'd like to explain the methods used for his ar-



Here is a way for you to expand Eastern Seaboard distribution of your products quickly and easily, with the help of an already established and efficient sales organization. E. J. McAleer & Co., one of Philadelphia's largest and best established jobbers of nationally known housewares, including O-Cedar products, Pyrex ovenware and allied items, has a trained crew of seasoned salesmen at your service.

These men are ready to work for you through leading hardware, department store and housefurnishing outlets from Northern Maine to Southern Florida. They know the territory—they know how to sell in it. They are what many salesmen are looking for these days and can't find.

Let these men on McAleer entrench your products now for even bigger acceptance of your products. Be prepared for consumer demands. Put this McAleer trained sales crew to work for YOU, without delay.

Write today outlining your sales problems in the East. No obligation. Inquiries will be kept confidential.



In peacetime, in addition to being a leading distributor, we are makers of famous E. J. McAleer metal kitchen and wall cabinets.



OUT of 1,000,000 LINES

of general advertising originating in Western New York and placed by Buffalo and Western New York agencies in 1944

59.3% selected the **BUFFALO Courier-Express**

The lineage was distributed 45.3% in the daily, 14.0% in the Sunday editions of the Courier-Express

Those who are here on the ground where they can see and feel the flow of merchandise know that in Buffalo

the Courier-Express Delivers the Goods!

Buffalo Courier-Express

BUFFALO'S ONLY MORNING & SUNDAY NEWSPAPER



"Poplars planted by my window" . . . is not the romantic plaint of some Juliet . . . but the present pride and future plan of many a Midwest farm wife, whose kitchen window is her watchtower on both farm and world . . .

The tall delicate trees that sentinel the straight roads of Normandy, are mirrored in the placid Lowland canals . . . now shade farm driveways, screen farm home from farm factory, assist the native scene . . . and also symbolize new standards of farm living, new markets in the farm homes of SF subscribers! . . . In the fifteen SF states, the farmers with the nation's best land, the largest yields and highest incomes . . . have had five years of prosperity, and now have spectacular credit and savings accounts which promise new parity for the house with the barn, and priority for family living over livestock and other farm needs. **SUCCESSFUL FARMING's** twenty-five year crusade for better homes, comforts, and conveniences, will pay big dividends to suppliers smart enough to pre-sell these prime prospects in the first farm market . . . And **SUCCESSFUL FARMING**, read and liked by more SF subscribers' wives than any women's magazine, today ranks as a woman's medium important enough to get first consideration from any supplier to the American home! . . . Find out the facts—any office . . .

SUCCESSFUL FARMING, Des Moines, New York, Chicago, Atlanta, San Francisco, Los Angeles

MAY 1, 1945

BSN[®] IS

FIRST

**AMONG LUMBER AND
BUILDING MATERIAL
DEALERS**

- ★ IN CIRCULATION
- ★ ADVERTISING VOLUME
- ★ EDITORIAL INFLUENCE
- ★ AND LEADERSHIP

Key center for purchasing home appliances in more and more communities is the LUMBER AND BUILDING MATERIAL DEALER. Home Builders Co., Morris, Minn., is one of the numerous BSN readers to find that attractive appliance displays make for quick turnover.

HOME BUILDERS



45,832 EXTRA READERS
12,391* dealers read and then route their copies of BUILDING SUPPLY NEWS to key employees—45,832 extra readers per issue!
(See the BSN "J" Readership Survey)
*AEC STATISTICAL, November 1944

ACKNOWLEDGED AS LEADER IN THE DEALER FIELD BY MANUFACTURERS OF BUILDING MATERIAL

***BUILDING SUPPLY NEWS**

Edited Exclusively for Dealers, Not Their Customers
38 E. Van Buren St. Chicago 5, Ill.

iving at the conclusion that motor transport pays more than its share of both road-building and maintenance costs.

Eastman, during the seven years he put into this study, allocated highway building and maintenance expense against highway users in ratio to the benefits each class of user received.

For example, on State highways, where the bulk of the motor freight traffic operates, he places the responsibility on truck operators for a full 85% of the total cost!

In cities and rural roads, of course, the percentage charged against truck operators is less.

Then he compared the motor vehicle taxes paid by truck operators with these share-of-the-cost figures to see if the truck operators were paying their share.

As shown in the enclosed, he found that trucks of five tons capacity and up have been paying an average of \$287.00 annually per vehicle more than they should be fairly expected to pay for their use of the highways!

His final conclusion was that, "There has been no public aid to motor-vehicle users as a class since 1926."

Perhaps, now that you better understand the facts, you will realize why—as a service to the motor transport industry—we are trying, through paid messages, to enlighten the general public.

W. D. WISE
Director, Advertising and
Public Relations
Fruehauf Trailer Co.
Detroit, Mich.

Terminology Algey

Editor, SALES MANAGEMENT:

Re: "The Human Side"—March 15, 1945, page 6.

Well, anyway the first syllable is correct. However, a stereopticon is a device for projecting on to a screen black and white or color images from postcards or other material inserted in the proper place. A stereoscope is the gadget that you hold up to your eyes and gaze in rapture at a three-dimensional picture as a result of prisms superimposing images from two photographs which originally had been taken from slightly different points.

And while we are on the subject of optics, how about page 24, same issue, same magazine. In my limited experience it would seem that the lenses in most any pair of spectacles would cause some distortion of the objects viewed through such lenses. On the other hand, there are spectacles such as worn by Harold Lloyd in the days of silent movies.

WILLIAM J. SHINE
Pedlar & Ryan Inc.
New York, N. Y.

(Touché, Reader Shine. A spring scallion to the copy reader. As for the comment on the photograph in the advertisement of Southern Agriculturist, Reader Shine qualifies for full membership in our Society of Hair-Splitters.—THE EDITORS.)

I CAN FILL THAT NEED

for a young man with business acumen. One who can get things done. Sales development and analysis are my forte. Box 2105, Sales Management, 386 Fourth Ave., New York 16, N. Y.

L. A. Round Table Spots Major Post-War Management Problems

The Sales Managers Association of Los Angeles considers the need for rejuvenation of sound personal salesmanship, the need for selling top management on adequate budgets, the problem of recruiting effective sales manpower, and of exploring potential new markets.

BABY'S first step for the sales executive, getting ready to sell again after the war, is to take a personal inventory of himself, find out how far the war has pulled him off the beam.

He will be off beam, cannot have escaped it.

But if he still has sales leadership, he will have taken this step already.

Recently a cross-section of Los Angeles selling ability met in an open forum, to discuss "How to Get Ready to Sell in Tomorrow's Post-war Market." Members of the Sales Managers Association of Los Angeles listened to experts, and then tried to stump them in an audience quiz period.

Oil, bottling, printing, air traffic, electronics, advertising, and retailing experts and the young businessman were on the panel, to expand a definite agenda, drawn up to cover "things to be done."

Enthusiasm Is Basic

To illustrate how far selling has deteriorated, K. W. Kendrick, district manager, Standard Oil of California, asked the audience to think of today's service stations, and the treatment the customer got in them, compared with the alertness and courtesy of pre-war days. "Then look inside yourself, and see what has happened to your creative sales thinking. It is pretty much gone, in the pull-and-haul of war work, and shortages. How to get back, is something to be decided before you can begin hiring, training and inspiring sales people."

"Something more than just getting back will be needed," said A. T. Danielson, of Barker Bros. (retail furniture). In the competitive fight for business which is coming, there will be no grandstand seats. The sales manager should be in top physical condition. Sick people are grouchy, and sales people hate to approach a grouchy boss. Mr. Danielson said that he personally believed in regular physical check-up, and is also a persistent reader of "uplift" books. "Here lies the basis for enthusiasm, and unless you have enthusiasm in selling, you have nothing."

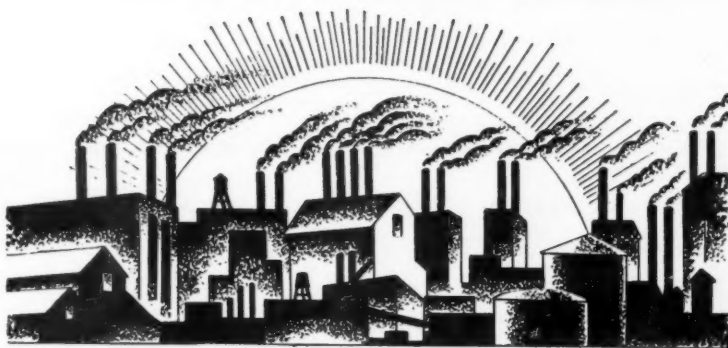
The next step in getting ready is one which brought out strong opinions in the meeting which was strictly under the rose.

Top management!

Your first sale is going to be a board of directors that has gone off the beam, too, said H. G. "Buster" Rogers, merchandise manager for Los Angeles Coca Cola, and also a Coast Guardsman. You will need money for rebuilding your organization, and for advertising. Top management will want to know how much everything is going to cost, and how the money is going to be spent.

There will be periods, Mr. Rogers believes, when all the money seems to be going out, and results are not yet in sight. Unless top management has been thoroughly sold, and has confidence, it may balk.

NO RECONVERSION PROBLEM
in **LAWRENCE**

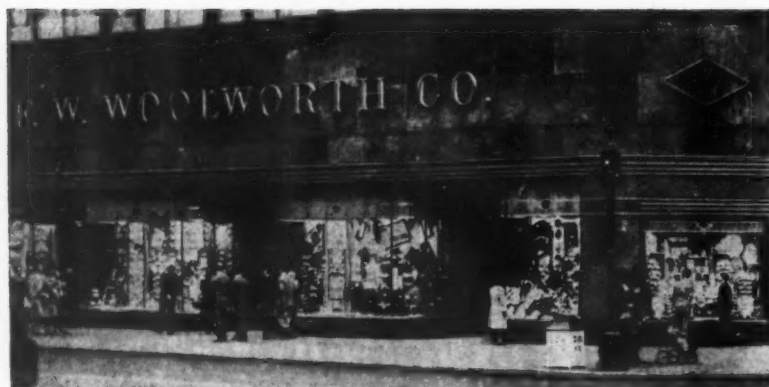


The Sun Rises Now on Lawrence, the capital of the worsted textile industry in America . . . and reveals a city teeming with activity filling war orders. Wages are high and aggressive merchandisers find it pays in sales returns to advertise in the EAGLE-TRIBUNE.

When Peace Comes the sun will rise on the same active city . . . for there will be no reconversion problem in Lawrence. Orders will have to be filled to meet a peace-time demand. Wages will remain high. Lawrence is not destined to become a "ghost town".

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

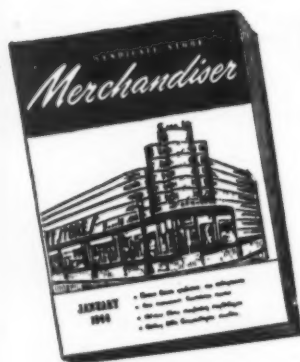
MASS Production requires MASS DISTRIBUTION



THE "5 & 10's" are the Department Stores of the masses. These stores handle over 30,000 different items popularly priced, from 5c to \$5.00 and over, to meet the needs of the masses. In all types of markets the nation over, the syndicate variety stores get the traffic.

Many individual stores do more than a million dollar annual volume.

In the 5000 odd stores comprising the big 12 group, the average annual volume per store is over \$275,000.00. In this important group of stores alone, which did a volume of \$1,411,685,655 in 1944, The Merchandiser gives you a coverage of nearly 12,000 key people. More than 16,500 audited circulation in this two billion dollar market.



The "MERCHANDISER"

Is a highly specialized medium catering exclusively to the 5c & 10c to \$1.00 and up syndicate variety stores.

Editorially slanted to the problems and interests of the store managers and their assistants, who do the day-in and day-out ordering of merchandise for this approximately two billion dollar market.

Total **MERCHANDISE - ORDERING** circulation 16,514 key people in 8300 stores.

Largest audited circulation in the field

CALL OR WRITE "THE MERCHANDISER"
HEADQUARTERS FOR VARIETY STORE INFORMATION



SYNDICATE STORE MERCHANDISER, INC.
79 MADISON AVE., NEW YORK 16, N. Y.



In a meeting of top management people, probably as good a case would have been made against visionary sales managers. But this was a meeting of sales people, and management was definitely looked upon as the big bad wolf that stood across the path to the brave new world.

The best way to sell top management, Nelson K. Milliken, district traffic manager, American Airlines, believes, is to lay before it plans soundly based on market statistics. During the war, there have been almost revolutionary changes in population, income groups, employment, wages—everything bearing on the market potentials of given territories. The number of salesmen to be assigned to a territory, the amount of money to be spent there for advertising, dealer service and other aids, depends on the true statistical situation at the moment. It will be necessary to keep statistics up to date. It might be illuminating to keep statistics on competitors' activities.

Plans Must Be Flexible

Moreover, Mr. Milliken feels that the post-war sales plan must be fluid, because even statistics may create a wrong picture of markets, and quick changes in plans will be necessary. A great many new concerns are going to be in business, some of them small, probably inexperienced—that makes for price competition, until self-elimination restores balance. There are going to be a lot of new products, even though the wonder-gadgets fail to materialize. Many rumors are heard about old concerns taking on new lines, such as oil companies selling food, furniture, hardware and what not. If this proves to be true, sales plans will have to be flexible, to fit unexpected situations.

The next question was, "Where are we going to get sales people to rebuild our shattered organizations?" Dee McConnell, general sales manager, Western Lithograph Co., drew a picture of his own organization today, saying that it was about 50% of 1941, but compared to some other sales forces, down as low as 25% of pre-war, in fairly good shape. Three out of four salesmen were middle-aged—over 50. He would need at least 30% new men for the immediate post-war period—and was wondering where they were coming from.

Would they be returning service men?

From present indications, returning service men might be poor recruits for the sales force, said Ed McKanna, manager of the Los Angeles Junior Chamber of Commerce. Surveys disclosed a definite dislike for selling—

SALES MANAGEMENT

most of the veterans wanted to go into business for themselves.

Then, many veterans have developed special skills in the services. The pilot who has spent two years learning how to fly a superfortress, doesn't like the idea of starting all over at the bottom, to learn something like selling. And it is found that many former salesmen do not want to return to their old jobs, but have business plans.

But one Los Angeles concern has rehired three out of four former salesmen returning from war. This is in its wholesale department, where older men did the selling. In the retail department, with younger men, only one in four has been rehired.

This is a mental attitude which has to be taken into account in hiring salesmen, Mr. McKanna believes. The young men who went into service and looked things over from the outside want to have their own business. But it is dream stuff. They know little about the difficulties of running a business, and if many start after the war, the mortality rate will be high.

Another selling job for the sales executives seems to be, selling the young veteran on a sales career. Remember, some of the best salesmen are developed from the young fellow

who says, "Oh, I don't want to sell—I wouldn't know how to begin!" Selling is the only profession where youth is not an onus. Selling must be dramatized for the desirable job applicant.

After the experts had gone through the agenda, prepared for them by Harrison Matthews, president of the Electronic Equipment Corp., and staged by John R. Christie, advertising manager of the Citizens National Bank, the sales managers were invited to ask their own questions, and did so with gusto.

One question posed by a number of executives, in various forms, had to do with the invasion of one industry by companies in other lines, such as the threat of gasoline company service stations blossoming out with frozen foods, furniture, dishes, garments. Clearly, many sales managers, trying to get their post-war picture developed, were disturbed by the prospect of big companies putting all their money, and experience into other merchandise, setting up new competition, disrupting trade arrangements.

As an oil man, K. W. Kendrick was the target for those questions. He said that so far as he knew no major oil companies had any such plans. The oil business was hard enough, and every



McLean County Farm and Home Bureau Building, Bloomington, Illinois

FARMERS TOO, KNOW THAT — YOU HAVE TO SPEND MONEY TO MAKE MONEY!

The Farm Bureau is the organization behind the better farming that has made McLean County FIRST in Illinois in farm wealth—FIRST in the U. S. in Corn Acreage, Production and Value. Over 94 of McLean County farmers are members—they know that you have to spend money to make money.

The 4,912 farms of McLean County produce more than 32 million dollars worth of foodstuffs annually. Add to this those portions of the eight other counties that make up PANTAGRAPH LAND and you have a total annual production of more than 65 million dollars. Proof that FARMING IS BIG BUSINESS IN PANTAGRAPH LAND. Reach this responsive Central Illinois market through The Daily Pantagraph—the ONE NEWSPAPER that is FIRST (in fact, alone) in coverage of PANTAGRAPH LAND, with 84% coverage of McLean County, 71% coverage of the Primary Trading Zone.

Represented Nationally by Gilman, Nicoll & Ruthman

PANTAGRAPH LAND

SINCE 1846

The Daily Pantagraph

BLOOMINGTON, ILLINOIS

MAY 1, 1945

SALES CONFERENCES *Stalled* IN THE HUDDLE?



AMERICA'S MOST WIDELY USED PHOTOCOPY EQUIPMENT

Photo-Copier

\$55

Copies up to 18" x 22"

A-PE-CO PHOTOCOPYING *Speeds 'Em Up*



Give every conferee an A-PE-CO photocopy of letters, charts, photographs, statistics, bulletins, testimonials, sales data, and other material essential to the success of your sales meetings. You'll eliminate huddles that take up valuable time and frequently lead to confusion, and also avoid the distraction of passing a single copy around.

All you need is the master copy of your prearranged program material as prepared by you or your secretary. A-PE-CO makes photographic copies in a jiffy — as many as you need — eliminates steno-copying and manual tracing. A-PE-CO easy-to-read, accurate photocopies are made direct from anything written, printed, drawn, photographed, or typed — even if on both sides.

Anyone, Anytime Can Make Photocopies

Any boy or girl in your office can learn to make photocopies quickly. No camera, darkroom, or film needed. Nothing technical to learn—nothing to get out of order. A-PE-CO photocopying is amazingly simple. Every copy is legible — will stand up under constant handling.

Get the A-PE-CO Story — TODAY

Here's an assistant that will help you speed your contacts with salesmen, customers and every department in your business. Sales Managers say, "It's great for coordinating our work." Get the complete story. Send for information TODAY.

AMERICAN PHOTOCOPY EQUIPMENT CO.
2849 N. Clark St., Dept. GC-55, Chicago 14, Ill.
Representatives in principal cities and Canada

**IT'S THE NATION'S
NEW BUSINESS HABIT!**

As featured in MAY FORTUNE



POSTWAR RADIO

QUIET AS NIGHT

The radio the public will buy postwar must deliver Crystal Clear signal—as though heard across a still lake. The precision of Crystal Control is the foundation of radio which pours out of the speaker only those sounds that went into the microphone.

The cutting of Control Crystals, accurate to millionths of an inch, is an art Pan-El Labs have developed into a production operation, with consequent economy, and assurance of scheduled delivery.

Having produced Crystals to the most difficult wartime specifications, we can help you apply them to peacetime electronic uses.



PAN-Electronic Laboratories, Inc.
500 SPRING STREET, N. W. • ATLANTA, GEORGIA

QUANTITY PRODUCERS OF STANDARD AND SPECIAL

Control Crystals

time they had gone into other peoples' businesses they got into trouble. He believes, however, that some of the independent oil companies had plans of that kind. It might well be that in the immediate post-war picture there would be numerous such invasions, not all of them successful, and that after a period of try-and-fail, trade lines would be clearly defined again, probably with numerous changes.

"How shall we approach new markets?" was another leading question.

The West has experienced great industrial growth during the war, and feels that, to keep its new industries, and create jobs for the people who have come in for war work, it will be necessary to expand markets. The company that formerly did a tidy local business, in one city like Los Angeles, is looking to regional or national sales, and also to export trade with Latin-American countries, and the rebuilding of the Orient.

Present Markets Important

The experts answered these questioners by making inquiries in turn—What markets did they have in mind, and what market information had they obtained to show methods and costs? New York City is a definite market, but it has been said that nothing less than a half-million dollars is adequate for entering it with a consumer product. Might not some of these new markets the questioners were considering, be in the same class?

General opinion of the experts: Good cultivation of your present markets, where you had connections and experience, might yield more new business than entry into new markets.

In hiring, much interest was shown in the screened job applicants obtainable through the United States Employment Service, as well as the Army. It is thought that sales executives might eliminate tests, and shorten interviews, because Government screens had done most of the work.

In training, it was held that Fitzsimmons' advice to the young fighter might be good in selling—"Always strike from where you hand is." Your present sales force might supply good teachers, though it was necessary to remember that a good salesman is not always a good sales teacher. Older men are valuable teachers, provided the project of training youngsters is explained to them with assurances that they are not training their successors in their jobs. It was held that the partiality for young faces on a sales force might be wrong—the older men give a sales force strength and balance.

"Where to go for information"

LOOKING for help in speeding up office routines, factory paperwork jobs? Just check the subjects listed here which apply to your business. These are only a few of the many money-saving

uses of Addressograph wherever repetitive writing is done. When Addressograph is used with other types of office equipment, you have the ideal combination for efficient handling of paperwork.

Accounting

Call Addressograph Agency

Accounts payable

Call Addressograph Agency

Accounts receivable

Call Addressograph Agency

Addressing

Call Addressograph Agency

Advertising

Call Addressograph Agency

Assembly order writing

Call Addressograph Agency

Assessing, tax

Call Addressograph Agency

Auditing

Call Addressograph Agency

Billing

Call Addressograph Agency

Bills of lading

Call Addressograph Agency

Check writing

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Costing

Call Addressograph Agency

Cost records

Call Addressograph Agency

Credits and collections

Call Addressograph Agency

Customer contacts

Call Addressograph Agency

Delivery schedules

Call Addressograph Agency

Dividend records

Call Addressograph Agency

Earnings records

Call Addressograph Agency

Employee communications

Call Addressograph Agency

Expediting forms

Call Addressograph Agency

Financial records

Call Addressograph Agency

Group insurance records

Call Addressograph Agency

Identifying

Call Addressograph Agency

Inventory control

Call Addressograph Agency

Invoicing

Call Addressograph Agency

Mailing lists

Call Addressograph Agency

Manufacturing records

Call Addressograph Agency

Pay receipts

Call Addressograph Agency

Payroll deductions

Call Addressograph Agency

Payroll writing

Call Addressograph Agency

Personnel records

Call Addressograph Agency

Premium notices (insurance)

Call Addressograph Agency

Production control

Call Addressograph Agency

Property tax records

Call Addressograph Agency

Proxy notices

Call Addressograph Agency

Purchase order writing

Call Addressograph Agency

Repetitive writing

Call Addressograph Agency

Routing

Call Addressograph Agency

Sales management records

Call Addressograph Agency

Seniority records

Call Addressograph Agency

Shipping

Call Addressograph Agency

Shipping tags and labels

Call Addressograph Agency

Signature writing

Call Addressograph Agency

Social security records

Call Addressograph Agency

Specifications records

Call Addressograph Agency

Stockholder records

Call Addressograph Agency

Storeskeeping and inventory

Call Addressograph Agency

Tag writing

Call Addressograph Agency

Taxes, records, billing and collections

Call Addressograph Agency

Tool crib control

Call Addressograph Agency

Unemployment compensation

Call Addressograph Agency

Union dues and records

Call Addressograph Agency

War Bond writing

Call Addressograph Agency

Welfare payments

Call Addressograph Agency

Addressograph agencies are located in all principal cities.
Addressograph-Multigraph Corporation • Cleveland 17, Ohio

Addressograph

TRADE-MARK REG. U.S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation

How Much Protection Are the Fair Trade Acts?*

In recent decisions (the Distilleries case and the Soft-Lite Lens Co.) the courts have added complications for manufacturers whose price structures are now based on Fair Trade contracts. Fair Trade must not be coercive, say the Dept. of Justice and Supreme Court.

BY GILBERT H. MONTAGUE

Of the New York Bar

IN the Distilleries case decided by the Supreme Court on March 5, 1945, the Supreme Court overruled the Circuit Court of Appeals' decision which had upheld the Fair Trade contracts of the distillers, wholesalers and retailers based on the Colorado Fair Trade Act, and they lost, although they were supported officially by the Attorney General of Colorado.

Without a dissenting vote, the Supreme Court held that the means adopted by the industry reached beyond the boundaries of Colorado, and put the distillers, wholesalers and retailers outside the protection of the Colorado Fair Trade Act, and exposed them to the penalties of the Sherman Act and the Miller-Tydings Act.

The Supreme Court further held that these Acts do not permit anyone to coerce anyone else into making Fair Trade contracts, and do not permit price maintenance agreements between purchasers, or between wholesalers, or between retailers, or between competitors in any branch of industry.

The Supreme Court affirmed the fines which the District Court had imposed against the distillers, wholesalers, and retailers, and opened the door to future proceedings in which the Government may ask, and the courts may decide, that when manufacturers abuse the privileges given them by the Fair Trade Acts, the

courts may enjoin them, for six months and perhaps permanently, from entering into any Fair Trade contracts whatsoever.

In 1942 such an injunction was issued by the District Court in a Sherman Act suit against the Soft-Lite Lens Co., with the limitation that the injunction be terminated after six months, and the company's Fair Trade contracts were denounced "as a patch upon an illegal system of distribution of which they have become an integral part."

This six months' limitation in the injunction against the Soft-Lite Lens Co. disappointed the Government, and on appeal the Government asked the Supreme Court to delete this limitation and make the injunction permanent.

On April 10, 1944, the Supreme Court decided that it would not disturb this six months' limitation which the District Court had attached to the injunction against the Soft-Lite Lens Co. But if the District Court had made this injunction permanent in the first place, it is an interesting speculation whether the Supreme Court on the appeal would have cut this injunction down to six months.

For a manufacturer to be enjoined, permanently or even for six months, from making Fair Trade contracts with his trade, while his competitors, or some of them, are still free to make Fair Trade contracts, is a predicament

that may spell trade ruin for a manufacturer in a highly competitive field.

This is a peril which has not yet been fully sensed by a number of manufacturers whose price structures are now based on Fair Trade contracts.

On March 15, 1941, SALES MANAGEMENT published a statement from me under the title, "How Much Protection Are the Fair Trade Acts?"

In paragraph after paragraph in that statement, where I then said "the Department of Justice may contend" and "the Federal Trade Commission is contending," I now have to say "the Supreme Court now decides" and "the Federal Trade Commission has now ordered."

With these changes, the following paragraphs are repeated almost verbatim from my statement published in SALES MANAGEMENT for March 15, 1941, and are fully supported by all these Supreme Court decisions, culminating in the Distilleries decision on March 5, 1945:

Protects Trade-Marked Items

Fair Trade Acts protect only trade-marked articles, and the theory on which the Acts were drawn, and on which they have been upheld by the Supreme Court, is that their "primary aim," to quote the Supreme Court, "is to protect the property—namely, the good-will—of the producer, which he still owns. The price restriction is adopted as an appropriate means to that perfectly legitimate end, and not as an end in itself."

This, the Supreme Court now decides, leaves no room under the Fair Trade Acts for any retailer or any wholesaler to threaten a manufacturer, in writing or orally, expressly or by implication, directly or indirectly, with loss of orders if he does not make contracts under a Fair Trade Act.

On this point, the Supreme Court

*MR. MONTAGUE is a member of the New York Bar and the Bar of the Supreme Court of the United States. For many years he has specialized in anti-trust law and labor-law, trade regulation, financial regulation, tax administration and matters coming before various courts, commissions, boards and government departments in Washington and elsewhere. Ever since the subject of price maintenance was first raised Mr. Montague has acted as an

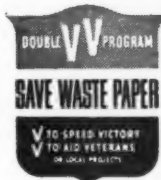
advisor and consultant on the subject for many manufacturers.

HIS ARTICLE in the March 15, 1941 issue under this same heading, "How Much Protection Are The Fair Trade Acts?" was prophetic. In paragraph after paragraph where his article said "the Department of Justice may contend" those observations may now be preceded by "the Department of Justice is contending."

THE BIGGEST THING IN THE WORLD CAN BE A PIECE OF PAPER



One Pound of Waste Paper }
makes two Blood Plasma Boxes }



Hero's Life—wrapped in Paper



**OXFORD
PAPER
COMPANY**

230 Park Avenue, New York 17, N. Y.

MILLS at Rumford, Maine
and West Carrollton, Ohio

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.



Included in Oxford's line of quality printing and label papers are: Enamel-coated—Polar Superfine, Mainefold, White Seal, Rumford Enamel and Rumford Litho CIS; Uncoated—Engravalone, Carfax, Aquaset Offset, Duplex Label and Oxford Super, English Finish and Antique.

we've just got to salvage more paper.
We must do this no matter how well the war progresses for us.

School and city groups are in the paper salvage fight. Boy Scouts, Girl Scouts, Brownies, and the American Legion are among those enlisted.

But without you—the citizen who ties up a bundle every week and gives it to the collector—the entire paper salvage drive would bog down.

Don't weaken now. You have done a swell job so far. Get that bundle of old paper ready every week. Make sure it is collected. If it isn't, phone the American Legion, the Scouts, or the City, and urge your neighbor to do the same.

He's been hit.

The medic rips open the heavy paper carton, unwraps the corrugated paper and takes out the plasma bottle. Thank heaven it came through undamaged! For this may save a hero's life.

Paper protects lifesaving plasma right from the donor center to the front line. Paper protects it against shock of shipping, trucking, parachuting and war's rough handling.

In fact, paper is so important to the armed services that they have 700,000 vital uses for it. Cartons that contain vaccine bottles, emergency rations, life-preserver lights—these are but a few of the uses.

To meet a greatly stepped-up demand

MAY 1, 1945

[109]

has held that the Fair Trade Act merely "permits the designated private persons to contract with respect thereto. It contains no element of compulsion, but simply legalizes their acts, leaving them free to enter into the authorized contract or not as they may see fit."

Fair Trade Acts protect only trademarked articles which are "in fair and open competition with commodities of the same general class produced by others."

On this point, the Federal Trade Commission has now ordered that

Eastman Kodak Co., in respect of some of its patented products, cannot make contracts under a Fair Trade Act.

On this point, therefore, the Department of Justice may feel constrained to contend that the Fair Trade Acts afford no protection on many items, prices of which are now stabilized by contracts made under the Fair Trade Acts.

Fair Trade Acts provide that they shall not apply to contract or agreements, between producers, or between wholesalers, or between retailers, as to sale or resale prices.

This also, the Supreme Court now decides, leaves no room under the Fair Trade Acts for any form of cooperative action between wholesalers, or between retailers, to threaten a manufacturer, in writing or orally, expressly or by implication, directly or indirectly, with loss of orders if he does not make contracts under a Fair Trade Act.

Through these openings, afforded by these limiting and qualifying clauses in the Fair Trade Acts, the Department of Justice can now attack all forms of cooperative action between wholesalers, or between retailers, which in any way relate to contracts under the Fair Trade Acts, or to any price or any term in any such contract, or to any revision or any change of any price or any term in any such contract, or to any system for approving or reviewing any such contract.

Similarly, the Department of Justice can now attack any form of cooperative action, in writing or orally, expressly or by implication, directly or indirectly, between wholesalers, or between retailers, to exert any pressure or inducement to any manufacturer to make contracts under a Fair Trade Act, or to exert any pressure or inducement upon any wholesaler or any retailer to abide by any price or any term contained in any contract under a Fair Trade Act.

Similarly, the Department of Justice can now attack any form of cooperative action between wholesalers, or between retailers, to report to a manufacturer any violation by any wholesaler or any retailer of any price or any term of any contract under a Fair Trade Act, or to police in any way any of the operations of any such act.

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SALES MANAGEMENT

Manufacturers whose price structures rest on Fair Trade contracts are today running a greater risk than was apparent when my first statement was published in SALES MANAGEMENT for March 15, 1941, and a greater risk than is today realized by most manufacturers. For under the Supreme Court's April 10, 1944, decision in the Soft-Lite Lens case, it now appears that manufacturers straying outside the protection of the Fair Trade Acts may be enjoined for six months, or perhaps permanently, from making Fair Trade contracts, while their competitors, or some of them, are still free to make such contracts.

Properly used, Fair Trade Acts and Fair Trade contracts are still exceedingly useful. But manufacturers using them need more than ever before the guidance and supervision of informed and up-to-date legal advice, competent to meet the increasingly strict requirements, and the increasingly serious penalties, envisaged in successive decisions of the Supreme Court, and the unrelenting determination of the Department of Justice to narrow in every possible way the protection afforded by the Fair Trade Acts.

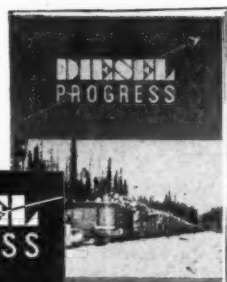


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"New Market Measurements of the Western States," by Warwick S. Carpenter, Pacific Coast Manager, Sales Management, Inc. (An interpretive analysis with post-war projection.) Price 20 cents.

"Gagged and Bound," by T. Harry Thompson. Reprints of the best quips from T. Harry Thompson's Scratch Pad column in SM. 64 pp. (75 cents per copy)

"A Self-Appraisal Test for Your Salesmen," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

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National Federation of Sales Executives

CLUB NEWS & ACTIVITIES

Issue No. 17

St. Louis, Mo.

Printed in the U. S. A.

April 15, 1945

Plans Announced for Annual Meeting of National Federation

DETAILED plans for the annual meeting of the National Federation of Sales Executives, to be held at the Edgewater Beach Hotel in Chicago on June 11 and 12, were announced today by George S. Jones, Jr., president of the organization.

Because of wartime travel and other restrictions, Mr. Jones stated, the meeting will be devoted largely to a resume of the past progress of the Federation, the annual election of officers and directors, a discussion of future plans and policies, adoption of a new constitution and by-laws, and a discussion of club problems and programs.

The meeting will be ushered in with a meeting of the retiring Board of Directors, to be held on Sunday evening, June 10. The first formal business session will be held on Monday. The annual reports of the president, treasurer, and the chair-

(Turn to Page 4, Please)

Federation Support Pledged for High Level Employment

President Jones Promises Full Support of Federation To Efforts to Provide High Scale Post-War Work

THE full support and co-operation of the National Federation of Sales Executives was pledged by George S. Jones, president, to the efforts of the American Legion and others to provide high level employment after the war.

Decatur Organizes Executives Council

Organization of a Sales Executives' Council of the Decatur Chamber of Commerce was announced recently.

Harry L. Davis, Sales Manager of the Flint, Eaton & Company, is President of the new club; F. W. Apperson, Sales Manager of the Package Department of the A. E. Staley Company, is Vice-President, and C. E. Pearson, Director of Distributive Education of the Decatur High School, is Secretary and Treasurer.

Speaking at a meeting called by the American Legion to discuss what it termed "one of the most critical of all post-war problems—the fight for the fullest possible employment," Mr. Jones stressed the importance of distribution in the nation's economy, and added that the National Federation of Sales Executives would be glad to assist in any way that it could to accomplish the goal of the Legion and others.

Held in Washington

The conference was held at the Statler Hotel in Washington, D. C., April 5 and 6. It was attended by government officials, representatives of industry and labor as well as civic and commercial organizations.

Speaking in behalf of the Federation, Mr. Jones commended the Legion for the emphasis that it had placed on distribution in a booklet outlining a maximum employment program to be undertaken by the 20,000 legion posts throughout the country. It was estimated in the booklet that the bulk of the jobs that would be required in the post-war period would be found largely in the distributive and service fields.

"This is a splendid outline of the importance of distribution, and I want to congratulate the officers of the Legion for emphasizing this phase of the nation's economy," Mr. Jones stated.

Other subjects discussed at the conference included changes in tax policies and minimum wages and maximum hours legislation.

Speech of the Month!

WE are going to have to really sell for the first time in our national life!

Or we may become a socialist state, with government controlling all production and distribution.

We in America have never fully developed our selling force—our markets. We have been bound to the illusion of production—that we could sell all we could produce.

The year 1929 knocked that belief into a cocked hat.

EDITOR'S NOTE: The statement reproduced herewith was presented at the National Employment Conference of the American Legion in Washington, by Elbert S. Rawls, of Lewistown, Idaho, in response to the question: "How can we produce and distribute the goods and services to maintain a high level of employment?"

Although this was not presented before a Sales Executives' Club, it is of such significance it was chosen as the current Speech of the Month.

The truth is that we can produce all we can sell. And that is a far different statement.

Too long we have believed that markets and purchasing power are synonymous. But purchasing power becomes a mar-

ket only when it is activated by selling; only when it enters the market place to buy.

War is the greatest example of this truth. The purchasing power to

(Turn to Page 4, Please)

CLUB NEWS & ACTIVITIES

Published by

The National Federation of
Sales Executives

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Club Activities

News and Notes

A SERIES of six lectures by nationally-known speakers on the subject of "Planning for Tomorrow," presented under the joint auspices of Brown University and the Sales Managers' Club of the Providence, R. I., Chamber of Commerce, and the annual Sales Executives' Conference of the Fort Worth Sales Executives' Club, topped the list of activities of Sales Executives' Clubs affiliated with the National Federation of Sales Executives during recent weeks.

• The lecture series of Brown University and the Providence Sales Managers' Club were designed to help gear selling to the post-war era. Subjects discussed include "The Challenge of Tomorrow," "Transition and Post-War Problems," "The 'Know How' of Marketing and How to Get It," "Markets Abroad," "Economic Trends," and "Your Stake in Construction." Speakers on the program were, Thomas J. Watson, President of International Business Machines Corp.; Paul K. Hollister, Vice-President of Columbia Broadcasting System; Don G. Mitchell, Vice-President of Sylvania Electric Products, Inc.; John Abick, Vice-President of McGraw-Hill Publishing Company; Dr. Alvin H. Hansen, Lucious N. Littauer, Professor of Political Economy of Harvard University, and Thos S. Holden, President of F. W. Dodge Company.

• "Tomorrow" also was the theme of a Sales Executives' Conference staged by the Fort Worth Sales Executives' Club. The Conference supplanted the fifteenth annual Southwestern Sales Managers' Conference which was usually held in the Spring. Speakers on the program were Ivan H. Wood, Merchandising Director of Pangburn Co., Inc., who spoke on "What Your Salesmen Expect of You—Tomorrow," P. Frank Walsh, Sales Manager of Universal Mills, who discussed "Picking and Training Salesmen . . . To Sell"; Buryl Wilson, Sales Manager of Double Seal Ring Co., whose topic was "Keeping Salesmen On Their Toes"; A. B. Canning, Vice-President and Sales Manager of Panther Oil & Grease Company, who spoke on "Selling Through the Eyes," and Albert Evans, of Albert Evans Advertising Agency, who discussed "Selling New Products." Other highlights of the meeting were a discussion by Bert Fisch, Sales Manager of H. J. Justin & Sons, and W. J. Clingman, of Swift & Company, on the subject "Open New Territories vs. Concentration and More Thorough Distribution." Kinsey N. Merritt, General Manager of Public Relations, of the Railway Express Agency of New York, spoke at the dinner session of the Conference. His subject was "Public Relations For All of Us Tomorrow."

• The Philadelphia Sales Executives' Club recently closed one of its most successful years of work. Highlights of the organization's activities included organizing and training sales managers for Red Cross War Chest—War Bond and other similar activities; organizing and training workers for the C.E.D.

Post-War Business Survey; the conduct of a series of Post-War Sales Training meetings with an average attendance in excess of 500; operation of an Employment Bureau for salesmen and sales managers, and a series of weekly meetings.

• The Sales Executives' Club of Cleveland is making a survey of its membership to determine what type of programs to present. Members are being asked to specify the programs they like the best, whether they prefer discussions of sales marketing, civic, current national subjects, open forum meetings, or diversified subjects.

• The influence of Government on selling, and particularly the part that veterans will play in the future of this profession, were highlights of recent programs staged by several other clubs. Walter F. Titus, Vice-President of Sperry Gyroscope Corporation of New York discussed "The Sales Aspect of Contract Termination" at a recent meeting of the New Orleans Sales Executives Council, and James H. Rasmussen, General Sales Manager of the Manufacturing Division of the Crosley Corporation of Cincinnati, spoke on "Sales Must Create Post-War Jobs" at a meeting of the Indianapolis Sales Executives' Council.

• "The Sales Manager and the Employment of Veterans" was the subject of an address by Dr. H. Mitchell Sorkin, a psychologist, at a recent meeting of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, and "How Does the Veteran Fit Into Your Distribution Program?" was the theme discussed by Russell C. McCarthy, Rochester District Director of the War Manpower Commission, at a meeting of the Rochester Sales Executives' Club.

• The Chicago Sales Executives' Club devoted two of its meetings to a discussion of veterans' problems. Colonel H. H. Weimer, Veterans' Employment representative for Illinois, spoke on the subject of "How Does the Veteran Fit in Your Post-War Distribution Picture?" and "What Sales Managers Should Know About Public Laws 16 and 346," was the theme of a round-table discussion also conducted by the club. C. E. Hostedler, Chief of the Vocational Rehabilitation and Education Division of the United States Veterans' Administration, was the discussion leader.

• "Assignment Home" was discussed by Colonel C. J. Gentzkow, of the United States Army Medical Corps, Commandant of Deshon Hospital, before the Pittsburgh Sales Executives' Club, and C. J. Dexter, Chief of the Vocational Rehabilitation and Education Division of the Veterans' Administration, spoke on employment of returning war veterans at another meeting of the Indianapolis Sales Executives' Council.

• "From Kokomo to Tokyo" was the title of an address presented by Alden P. Chester, President of the Globe American Corporation of Kokomo, Indiana, at the regular meeting of the Sales Managers' Association of Milwaukee, and "Selling Americans America,"

was the subject of a stimulating address by Les M. Taylor, General Sales Manager of the Mississippi Power & Light Company, at a meeting of the New Orleans Sales Executives' Club.

• Scientific Selection of Salesmen also was the theme of several club meetings. Leonard E. Himler, A.B., M.D., Assistant Professor of Mental Health of the University of Michigan discussed the "Psychological Aspects of Interviewing" before the Detroit Sales Executives' Club, and Morris I. Pickus discussed "The Personnel Pay-Off" at a meeting of the Sales Executives' Club at Pittsburgh. Mr. Pickus also addressed a special evening meeting of the Cleveland Sales Executives' Club on Scientific Selection.

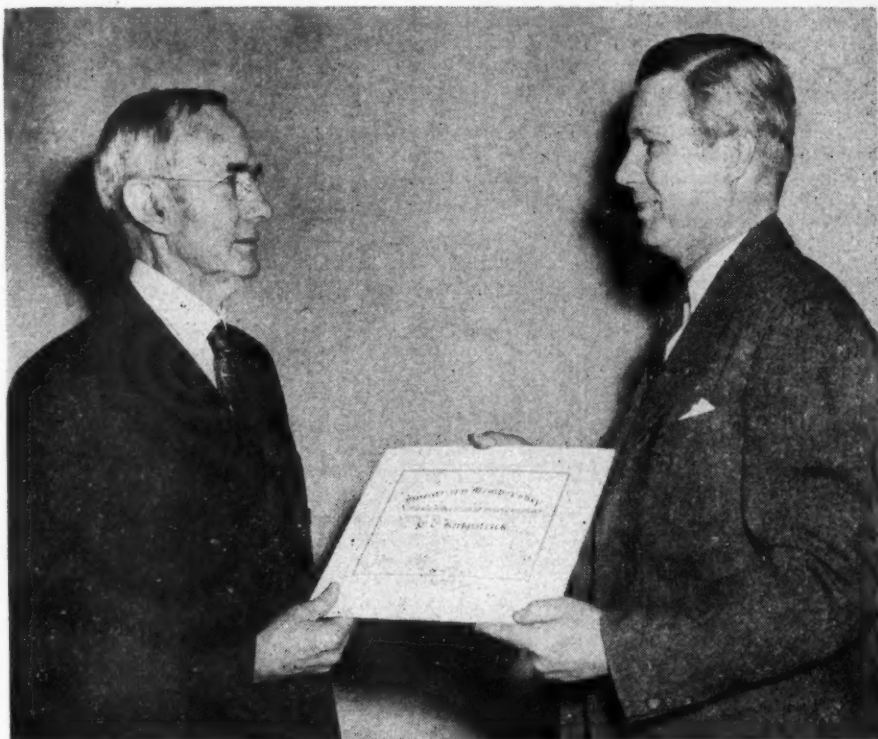
• "Selling Is the Answer," was the theme of an address by Ernie Gallmeyer, Vice-President in Charge of Sales of the Wayne Pump Company of Fort Wayne, Indiana, and "Are You Restoring Goodwill . . . Now?" was the subject of an interclub discussion conducted by Harry West, of Swift & Company, before other meetings of the Cleveland Sales Executives' Club.

• Training of salesmen occupied the attention of the Sales Managers' Association of Philadelphia, the Boston Sales Executives' Club, and the Buffalo Sales Executives' Association. Speakers who addressed the Philadelphia Association included G. H. Armstrong, Manager, Special Research of International Business Machines Corporation, whose subject was "Training and Motivating Salesmen"; Fen K. Doscher, Sales Manager, Metropolitan Division of the Lily-Tulip Cup Company, of New York, who discussed "A New Technique for Following Through on Sales Training"; John M. Otter, Sales Manager, Home Radio Division of the Philco Corporation, whose subject was "A Sales Training Program for Dealer Organizations"; Mrs. Elizabeth Dawson, Director of Sales Training, Lit Brothers, whose subject was "A Training Program for Retail Selling," and Arthur L. Scaife, Merchandise Manager, Appliance and Merchandising Department of General Electric Company, who spoke on "Sales Training Today for Selling Tomorrow."

• Mr. Scaife also spoke on the same subject before a meeting of the Rochester Sales Executives' Club, William Rados, Department of Sales and Merchandising Education, Schenley Distillers Corporation, discussed "The A B C's of High Profit—Low Cost Sales Training" at the meeting of the Boston Sales Managers' Club, and "How Much Should a Salesman Know?" was the theme of a round-table discussion conducted by the Buffalo Sales Executives' Association. The Buffalo club's meeting also was featured by the adoption of an amendment to its Constitution increasing the membership dues of the organization.

• Stanley A. Holme, Economic Research Department of the General Electric, spoke on the "Relationship and Importance of Salesmanship to the Post-War Era" at a meeting of the Albany Federation of Sales Executives, and Dr. Richard L. Kozelka, Dean of the School of Business Administration of the University of Minnesota, outlined plans for "Raising the Level of Sales Recruits" at a meeting of the Minneapolis Association of Sales Managers.

E. E. KIRKPATRICK HONORED



PRESENTATION of a certificate of honorary membership in the National Federation of Sales Executives to Mr. E. E. Kirkpatrick, former general secretary of the Federation, featured a recent meeting of the Cincinnati Sales Executive Council. Award of the certificate to Mr. Kirkpatrick for

"meritorious service" had been voted by the Board of Directors of the Federation last year.

Mr. Kirkpatrick served as general secretary of the Federation for a period of several months after removal of headquarters to Cincinnati. Jack Evans, past president of the Cincinnati Council, made the presentation.

• "Salesmen's Compensation" was the theme discussed at a meeting of the Dayton Sales Executives' Club and the Denver Sales Managers' Council. Eight members of the Dayton Club gave five-minute talks on this subject at the meeting of that club. Jack Corbin, of National Cash Register Company, acted as Master of Ceremonies at the meeting. Three members of the Denver Council also participated in a discussion of Compensation at that organization's meeting. "The Golden Touch" and "The Best Salesman I Ever Knew" were the themes of addresses by Cy T. Burg, General Sales Manager of the Iron Fireman Mfg. Co., and Brigadier Ralph Miller, of the Salvation Army, at meetings of the Pittsburgh Sales Executives' Club.

• "Refining the Crude" and "How to Know Why People Buy" were the interesting topics discussed by W. L. Faust, Vice-President and Director of the Socony-Vacuum Oil Corporation, and Harry E. Warren, Advertising Manager of the Edison General Electric Appliance Company, Inc., before meetings of the New York Sales Executives Club. In addition, Elmer Wheeler, President of

Tested Selling Institute, spoke before the same club on "My Little Black Notebook." Harry D. Howard, Sales Manager of the Williams Hardware Company told how he conducts a sales meeting, at a meeting of the Minneapolis Association of Sales Managers, and E. Paul Huttinger, Vice-President of the Penn Mutual Life Insurance Company of Philadelphia, discussed the "Research Function of Sales Management" at a recent meeting of the Sales Managers' Association of Delaware County.

• "How About Your Sales Costs?" was the topic of an address by J. S. Jones, Manager of the Sales Analysis Department of Ralston Purina Company, before the St. Louis Sales Managers' Bureau. "Salesmen's Expenses" was the topic of a round-table discussion of the Rochester Sales Executives' Club, and "The Salesman's Automobile" was discussed at an open forum meeting of the San Francisco Sales Managers' Association. The uses of fiberglass was outlined by officials of the Owens-Corning Fiberglass Corporation, at a recent meeting of the Toledo Sales Executives' Club.

Speech of the Month

(Continued from Page 1)

buy planes, tanks, guns, battleships and bullets in astronomical numbers existed long before 1941. The producing power to supply those tools of war was inherent in our economy. But a market for the tools of war did not exist until the Japs struck at Pearl Harbor, December 7, 1941. That attack did the greatest job of selling in our history. Purchasing power was galvanized into action. It became an insistent, all-engulfing market. And production followed the sales job. Production met market demand. We found that, indeed, in war we could produce all we could sell—all we could consume.

And that is why war produced full employment—on the home front and, tragic enough, on the battle line.

But must we have war to awaken us to the fundamental truths of a successful economy? Must we have war to provide a full market for all we can produce? Is war alone the only answer to full employment?

The American Legion believes it is not. America does not need a war to attain a prosperous national life.

The last shot of the war will end the war market—will end war selling. We must replace that market—replace that salesman.

We must create a peacetime market for our production equal to or approaching the insatiable market of war. We must sell as much production—or nearly as much—as war has sold.

Legion Pledges

The American Legion pledges its cooperation and leadership in creating that peacetime market. For selling is a grass-roots problem. It must be done where the people live—and, more than any other group. The American Legion is a grass-roots organization, reaching deeply into the human level, finding its strength among and of the people in city, town, or country crossroads.

The job starts in the community.

It's a job of education, organization, planning—and, most of all, good hard work, with a lot of doorbell ringing. Every ounce of the community strength—and that means every member of the community—must be channeled into the search for post-war sales, markets, production and jobs.

But it is important that the job be done completely. It will be only inviting disaster to try to create jobs without creating demand.

This time we must not repeat the 1929 errors. This time we must create markets—in the knowledge that we can produce to meet them. That is another way of saying that we must create the work for men to do before we try to put them into jobs.

There is a certain pent-up demand in every community; a certain frustrated demand for services resulting from wartime restrictions on production and purchases. But that demand, purely temporary, arising out of abnormal conditions, is not a sufficient basis for a permanent economy of abundance, such as we must find. And purchasing power is not a market.

A survey in any community of America will show great numbers of persons planning to buy new cars, new radios,

Chester Joins



HONOR ROLL



THE National Federation of Sales Executives' Honor Roll, which is composed of sales executives' clubs supporting the Federation on the executive basis was increased to 40 last month with the addition of the Sales Managers' Association of Delaware County, Chester, Pa., to the list.

The Chester club voted unanimously to affiliate with the Federation at its regular monthly meeting in March. July 1 was fixed as the effective date of the club's conversion.

The following is a complete list of the clubs which are supporting the Federation on the executive basis:

Atlanta Sales Executives' Club
Birmingham Sales Executives' Club
Boston Sales Managers' Club
Buffalo Sales Executives' Assn.
Chicago Sales Executives' Club
Cincinnati Sales Executives' Council
Cleveland Sales Executives' Club
Columbus (O.) Sales Executives' Club
Dallas Sales Executives' Club
Davenport Sales Managers' Bureau
Dayton Sales Executives' Club
Delaware County Sales Managers' Association of Chester, Pa.
Denver Sales Executives' Division
Detroit Sales Managers' Club
Evansville Sales Executives' Club
Fort Worth Sales Managers' Club
Grand Rapids Sales Executives' Club
Hartford Sales Managers' Club
Houston Sales Managers' Club
Indianapolis Sales Executives' Council

Kalamazoo Sales Executives' Club
Los Angeles Sales Managers' Assn.
Louisville Sales Managers' Council
Milwaukee Sales Managers' Assn.
Minneapolis Sales Managers' Assn.
New Orleans Sales Executives' Council
New York Sales Executives' Club
Omaha Sales Executives' Division
Philadelphia Sales Managers' Assn.
Pittsburgh Sales Executives' Club
Richmond Sales Executives' Club
Rochester Sales Managers' Club
St. Paul Sales Managers' Assn.
Sales Executives' Club of Northern N. J. at Newark
Sales Managers' Club of Shreveport
San Antonio Sales Managers' Club
San Francisco Sales Managers' Assn.
San Francisco Sales Managers' Club
Springfield Sales Managers' Club
Toledo Sales Executives' Club

In addition, the Sales Managers' Club of Providence and the Sales Managers' Bureau of the St. Louis Chamber of Commerce are in the process of affiliating with the Federation on a voluntary basis.

new refrigerators, new alarm clocks. Some will plan new homes, repairs to old ones. Certain business expansions of plants and facilities will be contemplated. But the community job must go beyond the mere recording of this existing demand. We must not be mere order-takers in this job of building the post-war America. We must reach deeper than surface wants. We must tap the latent strength of our communities and our nation.

Millions of Americans have moved into new income groups during the war in a drastic reshuffling of our economy. The number of families whose incomes are under \$500 a year have been cut to one-third the prewar level. The number of incomes between \$1,000 and \$2,000 has been relatively stable; but the number with incomes ranging from \$2,000 to \$3,000 has doubled; and the number with incomes ranging from \$3,000 to \$5,000 has increased almost six-fold.

Those figures indicate vast, new untapped areas of purchasing power—a potentially potent markets. It is true that they represent abnormal wartime incomes. But it must be our hope to maintain those higher income levels—and we can do so. In the immediate post-war years, they represent large levels of accumulated savings. They represent new demands for services; new customers for the goods of the community.

Annual Meeting

(Continued from Page 1)

men of the Nominating Committee will be highlights of the Monday meeting.

Other major subjects listed for discussion on Monday are reports of the Constitution and By-Laws and other committee chairmen, and a meeting of the new officers and directors.

Tuesday will be devoted almost exclusively to a discussion of club problems and programs, and presentation of Sales Management Magazine's annual award to the member club of the Federation "which does the most in a calendar year for the Advancement of Salesmen."

All officers and directors of the Federation, and chairmen of committees are being urged to attend the meeting, and officials of affiliated clubs whose business may require them to be in Chicago during the meeting are also invited.

How 1,000,000 Ex-Servicemen Can Show the San Francisco Conference The Way to Win World Peace:

FOREWORD: Today, the delegates to the World Security Conference are in session at San Francisco, in an attempt to secure "peace in our time." But no matter what they may decide among themselves, actual world security is in the hands of the American people alone. Every American owes it to himself to read the following statement.

(Signed)



President, Bowes "Seal Fast" Corporation
Indianapolis 7, Indiana, U. S. A.

* * * * *

If the World Security delegates read today's papers, they must have had some surprises.

The war is going well on all fronts—except America's home front, where the outcome hangs in the balance.

Management, blinded by being sought after to supply things, is day-dreaming about postwar.

Deliberate and shocking strikes, stoppages and slowdowns are exposing the fallacy of the manpower shortage.

The promise of "60 million peacetime jobs" is shaping up as the political campaign slogan it is.

American business and industry are in the nutcracker between Labor and Management, with Government applying the pressure.

Delegates: Please realize that world peace will not be won, unless American business and industry can squirm out of the vise and go to work.

* * * * *

Insurgent Labor vs. Stubborn Management with Government applying the pressure. Is that all there is to the 60 million peacetime jobs the politicians are talking about?

Not by a long shot. Under our system neither Labor, nor Management, nor Government itself could get anywhere, without the ingredient that makes every job in America possible: **SELLING**.

If American business and industry are allowed to go to work and **SELL**, we'll pull the world out of the woods—into the sunshine and the clearing.

If American business and industry do not or cannot **SELL**, a world-wide catastrophe is in the making.

That's how important **SELLING** is, in the coming postwar world.

* * * * *

It is claimed—not only by Washington but by certain business executives—that postwar selling will be easy.

Well, look, they say: The public now needs everything. The public has soaked away 100 billions in War Bonds and other savings. Therefore, the public will rush out and spend these billions in one grand shopping spree, as soon as postwar comes. Unemployment relief? Only temporarily. With all those needs, and all that spending, 60 million jobs will be a cinch.

This kind of thinking can be fatal. In the first place, it is people's *wants*—not "needs"—that must be met and satisfied. And *wants* are created by selling.

In the second place, read this from a U. S. Chamber of Commerce Bulletin:

"We will have 19 million unemployed persons by 1946, if the war is over and if we achieve a level of business activity no higher than in 1940...To provide relief at only \$2 per day would involve a public cost of 14 billion dollars a year—or twice our pre-war national budget. To provide work relief might cost twice that figure, or 25 to 30 billion dollars a year. Obviously, there is no substitute for employment in private industry."

In other words, relief and boondoggling will only put us further in the red.

What about those 60 million jobs now?

* * * * *

How can 60 million jobs be created, except by private industry?

The Government? The Government has not a dollar of its own.

The Government gets all its money from taxes paid by the people—who in turn get their money from jobs in business and industry.

To rebuild this war-torn world, to develop new markets for the discoveries which flow from our laboratories, American business and industry must go back to work—making goods and **SELLING** them.

And the selling must be given new life, new snap, new get-up-and-go, by a million or so ex-service men who come home looking for some of those 60 million jobs promised them in Washington.

* * * * *

During the war, selling got soft and flabby in the underbelly.

Overstuffed pay envelopes and critical shortages have debased our "selling game" to an order-taking routine.

Therefore, the challenge of full employment in private industry—of creating those 60 million jobs with minimum Government relief—demands (1) a let-up in Government pressure on business and industry; (2) a thorough overhauling of selling methods.

This means trained men. Scientific sales engineering, instead of wasteful, hit-or-miss peddling. More orders per selling man hour.

It means hard-hitting, two-fisted salesmen, who can sell at a fair profit—to get a fair price with which to pay fair wages and salaries to labor and Management, and taxes to Government.

—Which is another way of saying that we don't sell goods because we have national income; we have national income because we sell goods. This is the basic answer to the whole world-security riddle.

* * * * *

Following World War I, my company devised a plan to train ex-servicemen of that war for peacetime selling jobs.

They took to it like ducks to water. No wonder. They were eager, anxious—with the burning desire to *do things*.

Through the years, we added vast improvements to our plan. We incorporated in it the best thinking from other sources. Today we have a sales training method which works better than any other method we know of. It gives sure, practical results.

We are now devoting this method to ex-servicemen of World War II, who are looking for some of those 60 million jobs.

But eventually we want to place this vastly improved sales training method at the disposal of every employer, every labor or service organization, every individual in America who has the future of our country at heart.

* * * * *

In making such an offer now, we believe we will be giving the World Security delegates "something to write home about"—a better understanding of what makes America tick, and what they must help America do, so that America can help the world get back on its feet.

So, with the World Security delegates looking, so to speak, over our shoulder, here is our offer to every American who reads this advertisement:

1. If you are an employer: Write us, and we will tell you about our sales training formula, so you can put it to use in your own business.

2. If you are the mother, father, or friend of a serviceman: Write me where I can reach him, and I will send him full information on how to qualify for a sales job when he returns to civilian life.

3. If you are a leader in business or industry: Send for reprints of this advertisement and post them on your bulletin boards where everyone in your organization can see them. Mail them to your friends and business associates. Help me to give the widest possible circulation to this Great Truth: That peace and security in our time cannot come, until and unless America goes to work and **SELLS**.

* * * * *

A final word to the World Security Delegates: Today, in San Francisco, you are dealing with the men who are trying to run this country. You are not dealing, directly, with the American public.

But never forget this: American public opinion is still the strongest force in the world today. Stronger than our Congress. Stronger than our Statesmen or our elected Officials. No matter what you decide at your meetings—we the American people will still have a direct voice in world affairs.

We intend to see that American business and industry are allowed to build re-employment to an unprecedented peak. Only the selling of goods and services, to your people and to our own, can possibly do the job.

NOTE: This is the first of a new series appearing in newspapers and business magazines throughout America. Proofs available without charge. Write Robert M. Bowes, Bowes "Seal Fast" Corporation, Indianapolis 7, Ind.

MAY 1, 1945

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UNION LEAGUE • LOTOS • COSMOPOLITAN
 HARVARD • NEW YORK ATHLETIC • BANKERS
 CHEMISTS • CORNELL • CANADIAN • UNION
 CENTURY (NEW YORK) • METROPOLITAN
 WHITEHALL • LAWYERS • RESERVE BOARD
 UNIVERSITY (NEW YORK)
 WESTERN • WOMEN'S
 PACIFIC • UNION
 ILLINOIS • ATHLETIC
 NETHER • TOLPH
 COMMO • COSMOS

In America's leading CLUBS
 whose members are America's
 most influential citizens, the
 magazine always in demand is

Harper's

MAGAZINE

Every month each copy is read by
 dozens of important men and women
 who influence the thinking and buy-
 ing of countless others.

WOMEN'S ATHLETIC • CHICAGO
 WAS • MIAMI
 FAM • CITY
 COLL • (ON)
 WOM • PRESS
 CENT • (ON)
 PRINCETON • OLYMPIC • YALE
 DOWNTOWN • ATHLETIC • COLUMBIA
 PRESS • UNIVERSITY (WASHINGTON) • ARTS
 WOMEN'S NATIONAL REPUBLICAN • MID-DAY
 GENERAL FEDERATION OF WOMEN'S CLUBS

New Books for Marketing Men

"The Handbook of Industrial Psychology," by Dr. May Smith. Published by Philosophical Library, New York City. Price \$5.

"Basic Problems of Sales Management," by Frank LaClave. Published by McGraw-Hill Book Co., New York City. Price \$1.25.

"Business Leadership in the Large Corporation," by R. D. Gordon. Published by Brookings Institution, Washington, D. C. Price \$3.

"Manpower in Marketing," by Eugene J. Benge. Published by Harper & Brothers, New York City. Price \$4.

"Radio Advertising for Retailers," by C. H. Sandage. Published by Harvard University Press, Cambridge, Mass. Price \$4.

"International Tribunals," by Manley O. Hudson. Published by Brookings Institution and Carnegie Endowment for International Peace, Washington, D. C. Price \$2.50.

"Modern Stores, 1945," Published by Retail Furniture Association, Chicago, Ill. Price \$2.50.

"We Must Get Back to Selling," by H. K. Dugdale. Published by The Kirkley Press, Towson, Md. Price 25c.

"An Analysis of Effective Sales Manuals," Published by The Dartnell Corp., Chicago, Ill. Price \$5.

"Corporate Financial Statements," (No. 3). Published by Controllers Institute of America, New York City. Price 50c.

"Current Consideration for Controllers," Published by Controllers Institute of America, New York City. Price 50c.

"A Survey and Directory of Marketing Research Agencies in the United States," prepared by Ernest S. Bradford. Published by The City College, New York City. Price \$3.

"Journal-Bulletin Almanac, 1945," a reference book for the State of Rhode Island. Published by Providence Journal Co., Providence, R. I. Price 25c.

"How Advertising Is Written — And Why," by Aesop Glim. Published by McGraw-Hill Book Co., New York City. Price \$1.75.

SALES MANAGEMENT'S
16th ANNUAL
SURVEY
OF BUYING POWER
 will be published
MAY 15

SALES MANAGEMENT

"Going Your Way"

IN A BIG WAY



● Jordan Marsh Company, New England's largest department store, is another Boston institution to place its faith in the potency of fine music, assured entree into myriad New England radio homes by the power and prestige of station WBZ.

The Jordan Marsh Program... institutional in slant.. is a half-hour of music presented on WBZ each Sunday afternoon, at 1:30. With a cast of 33, it features songs by Richard Preston, baritone, and the Jordan Marsh all-girl chorus of sixteen voices, the music of Rakov and his 15-piece orchestra.. and is rounded out with a 5-minute "Boston Story," by Carl de Suze.

Also at the same hour, 1:30 P.M., Jordan Marsh is on WBZ daily, Monday through Friday, with a quarter-hour program featuring de Suze and his Boston stories.

Its title, "Going Your Way," is used as the theme for store-wide, year-round promotion.

WBZ is definitely "going your way" also, if you aim for intensive, economical coverage of the thriving New England market nestling in the WBZ primary. NBC Spot Sales will blaze the trail for you.



WESTINGHOUSE RADIO STATIONS Inc

KEX • KYW • KDKA • WOWO • WBZ • WBZA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX
KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

Media & Agency News

"A Little Magazine And a Lot of People."

We dropped in on *Woman's Day* recently to see how the magazine was weathering the paper shortage. It's doing better than all right—even after the second paper cut it's selling over 2,500,000 copies each month.

Woman's Day, several years ago, got out one of the neatest promotion pieces of the year, called "The Story of a Little Magazine and a Lot of People." No sentence could have more aptly summed up the magazine and its policy. *Woman's Day*, under the aegis of The Great Atlantic and Pacific Tea Co., and distributed at two cents a copy through the company's stores, is, and always has been, since its inception in October, 1937, edited under the principle that there are millions of women in the United States who can't afford to do-over their living rooms twice a year, that most American women have *always* done their own housework, and count their pennies pretty carefully.

The magazine grew out of printed recipes and into full book form gradually. Back in 1932 the A & P began distribution in its stores of a single sheet, "Colonel Goodbody's Radio Menus." Demand for the menus brought a more elaborate release in four pages, and four pages by 1936 had begun to carry pictures, and a smattering of A & P advertising. From there it was an easy step to the magazine of today, which employs 120 people in its New York City offices and has a Readers' Service Department which during 1942 answered 414,594 letters, with requests that ran the

gamut from how-to-get-along-with-a-mother-in-law, to how to make a lemon pie. A good percentage of the mail was in request for the booklets, or how-to-make-it offerings which are a feature of the magazine. There are 20 people employed to do this job. Some of them open the letters, another group sends out pamphlets and directions which are already prepared, and still another forwards requests to the various editors.

The magazine makes no charge for the service, except a stamp to cover mailing. In November, 1944, the offering was "67 Things You Can Crochet." It drew more than 240,000 requests.

In Colorado there are no A & P outlets, and *Woman's Day* decided to try the newsstands, at five cents the copy. The magazine is now sold in Colorado in 21 cities and towns, and only 5 copies of the December, 1944, shipment of 6,000 were returned. The national return average for the magazine is low—1.28% for 1944.

About one third of the advertising in the magazine is for commodities other than food. It even carries furniture advertising—this in spite of the magazine's policy of Make-It-Do.



DAVID B. REED has recently been appointed the advertising promotion manager of the Dell Publishing Co., Inc.

Pathfinder Magazine is offering the cooperation of its Research, Marketing, and allied departments to the small town business man in helping to solve his problems, both wartime and post-war. The results of surveys and studies, with practical application, will be given in "Main Street Merchant," a bulletin being mailed free, to more than 150,000 retail merchants in towns of under 25,000 population.

* * *

Flying Aces Magazine is changing its title to *Flying Age*, effective with the May issue. . . . William J. Fanning, for the past seven years with the Promotion Department of *Good Housekeeping*, supervising creative production, has joined *Newsweek* in the same capacity. . . . Harold Nordbye, formerly in charge of newsstand promotion for Esquire, Coronet, Inc., has gone with the public relations staff of Fawcett Publications, Inc., in an executive capacity.

Agencies

Since many of its accounts are food products or household appliances Kenyon and Eckhardt, Inc., New York City advertising agency, recently leased the first floor of a residence in the city's East Side—at 111 East 79th St.—and installed a modern Test Kitchen, which it will use to experiment with its represented products.

Recently the agency threw open the doors of its new set-up to business paper and magazine people, for a Come-And-See tour. Decorated by a leading interior designer, the apartment boasts a comfortable sitting room, an attractive entrance foyer, a dinette, a powder room, and a large stainless-steel kitchen, which has every electrical convenience and device available today. The kitchen itself will be used for recipe testing and development and will also provide for display and experimentation with any type of household appliance. Facilities will allow for entertaining on the premises in a home-like manner.

The Test Kitchen is under the direction of Louise K. Morris, the agency's Home Economist, and is under the supervision of the Publicity Department.

* * *

At its April meeting the Industrial Advertising Association of New York City named new officers for two-year terms—under the new amendment which changes the tenure of office of directors and officers from one to two



DAVIS



CASSIDY

years. Elected to the presidency was Adin ("Ad") L. Davis. First vice president, elected at the same time, is Schuyler Hopper. . . . H. E. Cassidy of Los Angeles, has been elected board chairman of the Pacific Council of the American Association of Advertising Agencies. . . . A. D. Chiquoine, Jr. has recently been appointed president of Traffic Audit Bureau. He is a vice president of Batten, Barton, Durstine & Osborn, Inc.

* * *

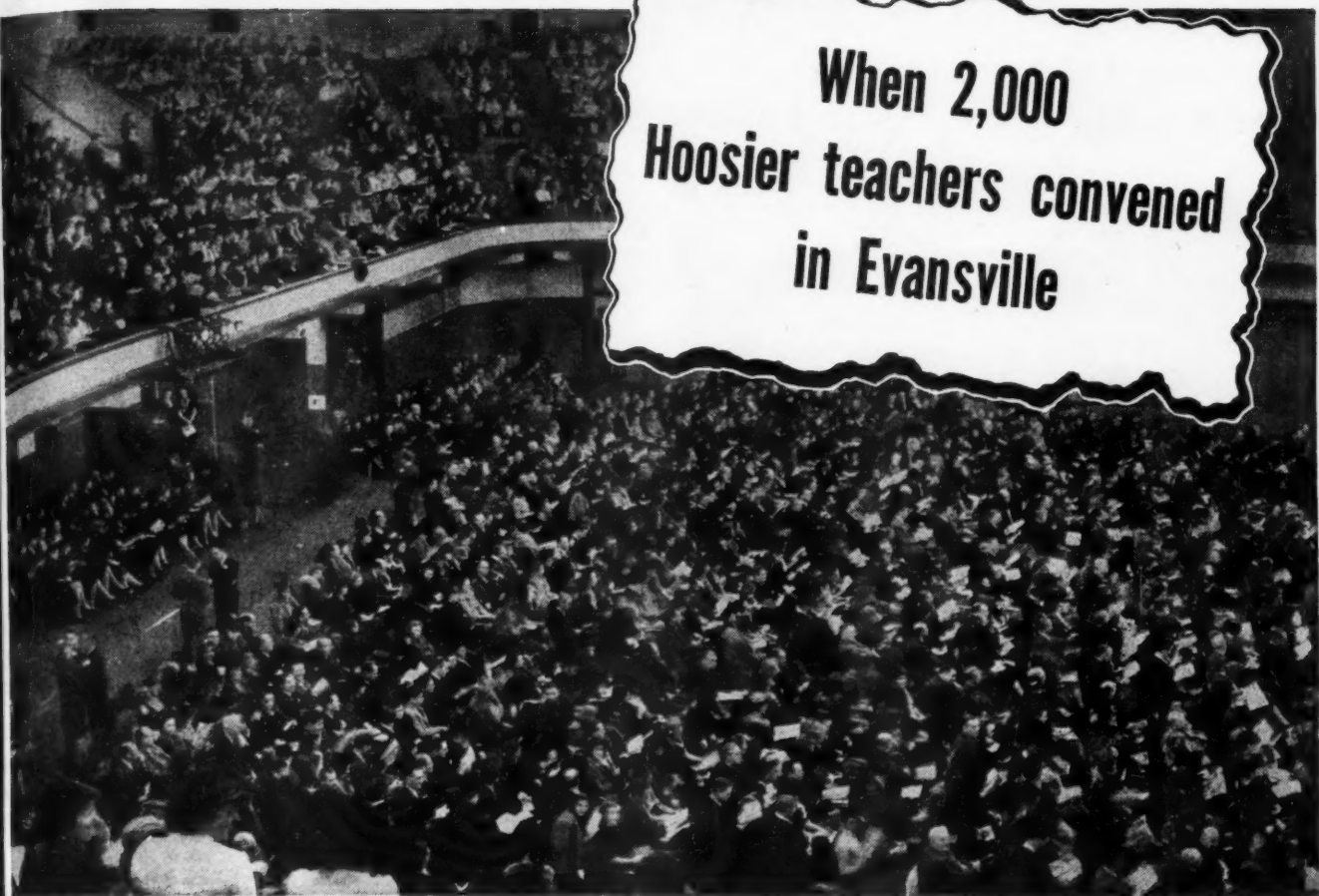
Consolidation of Grace & Bement Inc., with Grant Advertising, Inc., announced. Edward R. Grace, head of Grace & Bement, Inc., will be a vice president in the new Grant structure.

PARDON US Some New Customers Are Waiting For You if your business is something to eat or drink

. . . or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

When 2,000 Hoosier teachers convened in Evansville



The Southwestern Indiana Teachers' Association was attracted to Evansville for its annual meeting because Evansville is the leader, the natural center of a rich trade territory.

When these 2,000 teachers met here last fall, they were guests of the Courier and the Press at a special stage show. Local merchants were invited to join them in a gala evening. It was a special courtesy sponsored and financed by the Evansville newspapers.

Such hospitality is not forgotten by business men, nor by our guests who are now anxious to return next year to that "neighborly" city. Events such as this are part of the continuing program of the Courier and the Press to provide entertainment and education, and to create finer community spirit among the 88,000 families who read these papers daily. As the Courier and the Press have contributed to community enterprises, so, too, have they grown in the esteem of the rich 16-county Tri-State area they serve.



THE EVANSVILLE COURIER
The Evansville Press
The Sunday Courier and Press

**MAXIMUM COVERAGE...
MINIMUM DUPLICATION**

The rich Evansville trade territory contains 88,000 prosperous urban and rural families. The Courier and Press newspapers cover this typical American market — in the heart of America — completely and economically.

ADDRESS NATIONAL ADVERTISING DEPARTMENT, SCRIPPS-HOWARD NEWSPAPERS

MAY 1, 1945

[121]




HELP SPEED THE *Clippers* ACROSS THE WORLD'S OCEANS

Throughout the world-wide system of Pan American World Airways . . . in the air and in business and airport offices alike . . . NATIONAL LOOSE LEAF COVERS play an important part in speeding and maintaining operations.

Take two of many uses, for instance. The CLIPPER LOG, carried on all clippers at all times, serves to record all the facts pertaining to flight time, take off and flying conditions, speed, distances, navigational data and the like. And the new PILOT'S MANUAL, a handbook containing all information about the route flown which must be at the captain's fingertips for immediate, ever ready reference. Both of these vitally important books need the strength, dependability and long life that are built into *all* NATIONAL LOOSE LEAF COVERS.

Just as you will need these NATIONAL features for your new catalog, price list, manual and sales portfolio covers . . . LOOSE LEAF, of course . . . easy-to-read . . . easy-to-change . . . easy-to-expand.

Let us help now with your future catalog planning . . . the LOOSE LEAF way. Write us for information, or, if you prefer, our representative will call.



NATIONAL BLANK BOOK COMPANY
ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS
NEW YORK CHICAGO BOSTON SAN FRANCISCO



HARPER



LLOYD

Douglas Humphries and John M. Keene, Jr., will be upped to account executives in the new set-up. . . Robert W. Holbrook is the new executive vice-president at Compton Advertising, Inc. . . Captain John Lloyd, on terminal leave from the Army Air Forces, has rejoined J. M. Mathes, Inc., in an executive capacity. . . Marion Harper, Jr., is elected vice-president and manager of the Central Research Department of McCann-Erickson, Inc. Emerson Low has joined the Foreign Department of the same agency as an account executive. . . Norman Kirchner is leaving the Independent Pneumatic Tool Co., Chicago, where he has been its advertising manager, to join Evans Associates, Inc., as account executive.

* * *

J. W. Millard, for years director of research for Arthur Kudner, Inc., has left that agency to start his own business, as advertising agent, with offices at 681 Fifth Avenue. . . The Adcrafter Club of Detroit has published the annual Roster number of *The Adcrafter*, its official publication. It contains 246 pages, with an advertising-editorial ratio at about 65-35 percent.

* * *

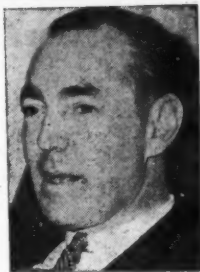
Accounts . . . Raytheon Manufacturing Co. to J. M. Mathes, Inc. . . Hair Groom, product of Whitehall Pharmacal Co., to Ruthrauff & Ryan, Inc. . . Magazine Repeating Razor Co., manufacturers of Schick Injector Razors and Blades, to Ivey & Ellington, Inc., effective June 21. . . Castle Films, largest maker of home movies, to the same agency. . . The Sentinel Radio Corp., to W. C. Garrison and Co., Chicago. . . Petroleum Heat and Power Co., Stamford, Conn., manufacturers of Petro Oil Burner, to Richard and Co., Inc.

Radio

Important is the appointment of Don Searle as a vice-president of the American Broadcasting Co. (formerly Blue Network.) Mr. Searle will continue his present duties as general manager of the network's Western Division. . . The formation of a new

SALES MANAGEMENT

DON SEARLE, vice-president, American Broadcasting Co.



network, the Universal Broadcasting Co., linking together KSFO, San Francisco, and KPAS, Los Angeles, has been made known. Wilton Gundendorfer will be the network's manager, in addition to his duties as manager of KSFO.

* * *

Dr. Ernest Dichter, formerly of its Research Department, has been named consultant of programs by CBS. Leo Mishkin is that network's new trade news editor, replacing Joan Lane, who is resigning to join Crowell-Collier Publishing Co. . . . George L. Ketcham has been appointed as director of publicity, promotion and merchandising for KTUL, Tulsa. . . . WLW was awarded the George Foster Peabody radio award for "outstanding reporting of the news" during 1944.

Newspapers

David M. Podvey is *The Philadelphia Inquirer's* new general promotion manager, after six years' service on the staff in the Promotion Department. . . . Frank Luther Mott, Harry Hansen, Bennett Cerf, and Lucian Bernhard served as judges of the 15th Annual Exhibit of Newspaper Typography held in Philadelphia on April 19, under the auspices of N. W. Ayer & Son, Inc. The top place was won by the New York *Herald-Tribune*.

Business Papers

Hardware Age has advised its advertisers and their agencies that its

Annual Merchandise Directory, to be published as the "Who Makes It?" issue of the publication, will contain no advertising.

After publishing the issue for 23 years with advertising, the publishers decided, in the face of the paper shortage, and the tremendous demands by old customers for space, that the no-advertising policy for this issue was the only feasible solution.

The publication decided not to abandon the issue entirely—feeling that it would be a disservice to the industry.

MANUFACTURERS of material and equipment sold to the BAKING INDUSTRY may uncover new sales and advertising opportunities from the information which is contained in Bakers Weekly's "Aditorial" on Pages 88-89.

Magic Market of 1945*

Opportunity knocks louder in Knoxville, America's Magic Market . . . Since 1939 population has doubled, business and banking activity tripled . . . Sell this industrial wonderland with WROL.

* See Knoxville's High Spot Cities rating this issue of Sales Management

WROL Knoxville
NBC FOR EAST TENNESSEE

JOHN BLAIR
NATIONAL REPRESENTATIVES

FACTORING ACCOUNTS

YOUR PLACE ON THE MAP

Your place on the map is with General Sales Company. A hustling manufacturers' representative servicing 690 active accounts wants more lines—sundries only, toys, novelties, specialties, hardware.

Entire sales area is covered every 120 days.

GENERAL SALES CO.
Columbia Bank Bldg.
921 Walnut St. Kansas City 6, Mo.

GENERAL SALES COMPANY MEANS GREATER SALES

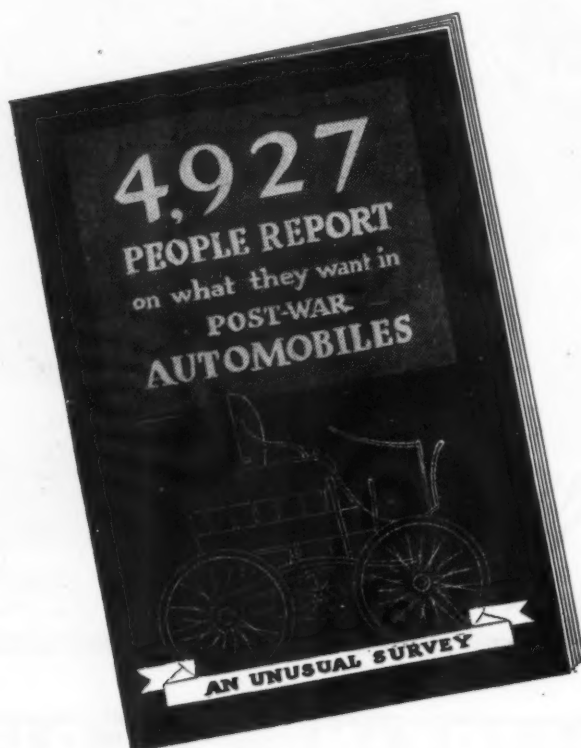
THE DIRECT ROUTE TO THE NO. 1 CONSUMER OF BUILDING MATERIAL AND EQUIPMENT

THEY READ PRACTICAL BUILDER
(Read by 58,500 alert builders)

58 E. Van Buren Chicago 5, Ill.

Now Available in Booklet Form!

The complete report on how over 4900 Northern Californians answered the question: "**What Kind of Automobile Do You Want in 194X?**"



Based on a comprehensive survey conducted by The San Francisco Examiner for The American Society of Automotive Engineers, as presented at the S.A.E. annual meeting, January 8, 1945.

Published in response to hundred of requests received from engineers and executives of the automobile industry.

FREE COPIES may be obtained by addressing

Franklin C. Wheeler

Room 710

THE SAN FRANCISCO EXAMINER

*For more than Fifty Years the Leading Newspaper
in its Territory*

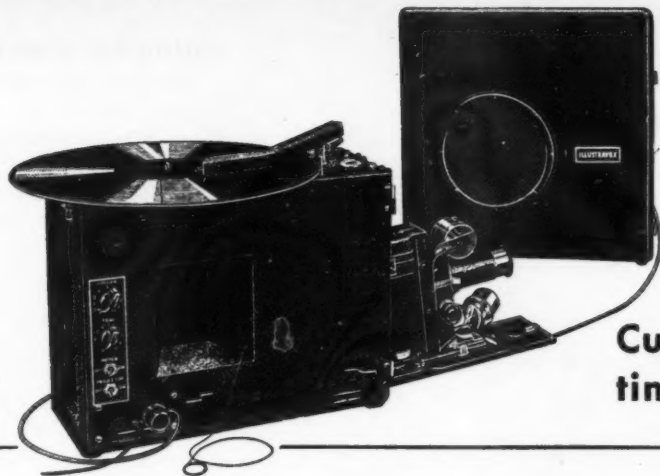
Promotion

Two Surveys

Hillman Women's Group is distributing its survey on women's cosmetic preferences, Cosmetic Usage and Brand Preference, (A Report of 1,400,000 Beauty-Seeking Young Women). The report has been purposely put together with more attention on its innards than its art work—it contains, between its 39 stapled pages, brand preferences by percentages on every make-up requisite, from mascara to bath oil. The survey, conducted for Hillman by Fact Finders Associates, Inc., was polled in February, 1945. Some 75,000 copies of the various Hillman publications, in preparation, had previously contained a comprehensive questionnaire. Hillman is pleased to get a 10% response, considering the length of the questionnaire. Of the 7,500 returns 5,100 have been tabulated and results projected to get percentages of cosmetic usage by the entire group of Hillman readers. Recently, to get its findings across to the people (cosmeticians, prospective advertisers, etc.) who are interested, Hillman has been giving a series of luncheons in New York City, Los Angeles, and Chicago. At these meetings the company shows 15 minutes of slides in Kodachrome, of the typical beauty routine of a typical reader, "Terry Smith." The subject for the presentation is an attractive model—the photography was done by Hillman's Jack Shere. The live narration is handled by Shirley Cook, Hillman's Beauty Editor.

Another publishing house, with an audience preponderately women, has done a survey of the cosmetic buying habits of its readers. Fawcett Publications, Inc., whose Fawcett Beauty Reader Forum has been going great guns for the past four years, has reviewed its findings in a slick piece of promotion, fronted with a smart watercolor, called "Four Years with the Fawcett Beauty Reader Forum." Each of the 43 pages is devoted to a separate item, with listings of all the better known brands of cosmetics and percentages of purchase for the individual lines. Out of its four years' study, Fawcett has been struck with a few of the more telling facts: Cake make-up has tripled in sales during the four years; face powder sales have steadily declined; there has been a sizable tumble in the rouge picture since 1941.

For Hillman's statistics write Hillman's Women's Group, 1476 Broadway, New York, 18. For the Fawcett book address Fawcett Publications, 150 Broadway, New York, 18.



**Cuts training
time 25% to 40%**

For Skilled, Efficient Help ... Train the ILLUSTRAVOX Way

PLAN NOW to train workmen, veterans and salesmen for production and selling jobs the Illustravox way. Because it is the **ONE BEST WAY** to train scientifically, Illustravox shortens the time needed to teach workers special skills. Double exposure (eye plus ear) assures quicker learning and greater retention value. In selling and distribution, too, Illustravox can help people do a better job.

★ ★ Portable and inexpensive,



*Compact—
easy to carry*

Illustravox sound slidefilm projectors use records and slidefilm to present your perfected training message in attention-arresting pictures and spoken words. Simple to produce, easy to operate and economically duplicated

The **ONE BEST WAY** to train for:

Increased production ... this scientific training method expands your output quickly.
Improved employee relations ... tells company policies as you want them told.
Introducing new products ... reaches all phases of distribution, dramatically and effectively.

for mass distribution, Illustravox messages are effective in all types of training and selling.

★ ★ Field-tested and proved before the war by leading industrial



concerns, Illustravox efficiency was further proved in military training programs. *Army and Navy training schedules were cut from as much as six months to six weeks!*

★ ★ Most effective, least expensive, dramatic, yet accurate to smallest details, the Illustravox is ideal for all types of training. Over 75% of all sound slidefilm instruments now in use are Illustravox.

★ ★ ★ Illustravox trains efficiently. ... always tells a uniform story ... presents your message the **ONE BEST WAY**. For further information on how you can best utilize Illustravox in solving your training and educational problems write today to The Magnavox Company, Illustravox Division, Dept. SM-5, Fort Wayne 4, Indiana:

ILLUSTRAVOX

DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE



Meet KWK's Rush Hughes — Heard Twice Daily on Kansas City's WHB

Out here in Missouri, where people have to be "shown", folks know a good thing when they see and *hear* it! That's why Rush Hughes, with his "Song and Dance Parade", has a 4.9 Hooperating, mornings in St. Louis ... and has already earned a 4.7 in Kansas City with the same type of show, afternoons. And he's getting more popular every week! They like him in Missouri ... and out in Kansas, too!

WHB exploited his programs with extensive "plug" announcements, and a two-month showing of 24-sheet posters throughout Greater Kansas City. In six months on the air over WHB Rush Hughes has become a "top name" throughout the Kansas City area, producing spectacular results for sponsors such as General Baking (Bond Bread). Let us tell you more about it, and about availabilities on these two WHB shows.

You'll like doing business with WHB, — "the station-with-agency-point-of-view", where advertisers are clients who must get their money's worth in results. If you want to sell the Kansas City market, WHB is your *happymedium*



For WHB Availabilities, 'Phone DON DAVIS
at any of these "SPOT SALES" offices:



KANSAS CITY	Scarritt Building	HARRISON 1161
NEW YORK CITY	400 Madison Avenue	ELdorado 5-5040
CHICAGO	360 North Michigan	FRAnklin 8520
HOLLYWOOD	Hollywood Blvd. at Cosmo	HOLLYwood 8318
SAN FRANCISCO	5 Third Street	EXbrook 3558

KEY STATION for the KANSAS STATE NETWORK
Kansas City • Wichita • Salina • Great Bend • Emporia
Missouri • Kansas • Kansas • Kansas • Kansas

Guide for Post-War

The Lincoln Land Market book, recently released by *Prairie Farmer*—WLS, was compiled as an aid to advertisers and agencies in meeting the post-war changes which will come to sales and distribution in the region served by the publication and the radio station.

Part one of the book deals with general market data for making sales quotas and determining sales performances. Part two is a guide for sales managers on wholesale and retail distribution. Part three is devoted to the agricultural market of Lincoln Land, showing county by county, complete data on various types of livestock, farm equipment, etc. Colored maps indicate the most productive counties in terms of farm income and production of agricultural products. For a copy write *Prairie Farmer*, 1230 Washington Blvd., Chicago, 7, Ill.

Route List

A couple of unusually good newspaper route lists have come across our desk. The *Portland Oregon Journal* is distributing its 1945 Route List of Retail Grocers. Published by the National Advertising Department of the newspaper, the directory has been issued regularly since 1928 . . . the *Toledo Blade* has a new market map, size 34 by 44 inches, in five colors, showing the population of Toledo divided into four economic groups based on rentals as established by the U. S. Government. Write the *Toledo Blade*, Toledo, Ohio, for a copy.

S. M. Tips Its Hat . . .

to the *Nassau (L.I.) Daily Review-Star* for "The Anatomy of Pulling Power," which spotlights the Hempstead Town, N. Y., market and the *Nassau Daily Review-Star* as its leading newspaper. Proof of the pulling power of the paper, as a sales producer, is the highlight of the book. . . . To The Reuben H. Donnelley Corp., for its handsomely gotten up, handsomely bound, intelligent presentation, "As Ye Sow," a story of sampling (everything from Corn Flakes to classified directories) and how it is conducted. Pictures make the whole procedure easy to follow—copy points up the intrinsic value of sampling itself. Write the corporation, 350 East 22nd St., Chicago, 16. . . . To Macfadden Publications, Inc., 205 East 42nd St., N. Y. C., for its patriotic brochure, "The Power to Win the Peace," the story of War Bonds; the great role they are playing now in winning the war, the greater role they will play after the war in winning the peace, both at home and abroad.

SALES MANAGEMENT

ADD THE *Essential* ELEMENT

with **Holland's**



Get the correct formula for your advertising in the South—add the essential element with HOLLAND'S! For without HOLLAND'S, your coverage of the South is not complete—and here's why. A survey of the circulation of seven magazines—the two leading general magazines, the three leading women's magazines, and the two leading magazines in the shelter group—shows the following facts.

In the first group of general magazines, saturation of homes in the South without Holland's was 86.4% of their average national coverage. But with Holland's added, it jumped to 118%.

In the second group of women's magazines, coverage of the South without Holland's was 86.25% of their average national coverage. With Holland's added, the average goes to 105%.

In the third group of shelter magazines, coverage of the South without Holland's was 70.50% of their average national coverage. But Holland's pushed that average up to 111%.

To take your message to the South—to get full coverage—add the essential element—include HOLLAND'S, the magazine of today's New South!

**THE NATION'S
WEALTH IS
FLOWING SOUTH!**

Relative to pre-war wealth and income, today's New South has made the nation's greatest wartime gains. Since 1940 the Federal Reserve Bank in Atlanta issued more new money—in relation to previous issues—than any bank in the Federal Reserve system. The Bank at Richmond was second—the Bank in Dallas fourth. Now and postwar, the South offers the advertiser one of the biggest and one of the richest markets in the nation!

Holland's
the Magazine of the NEW South

52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO
203 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representative: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO
GARFIELD BUILDING, LOS ANGELES

DALLAS, TEXAS

MAY 1, 1945

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Sales Management High-Spot Cities

Retail Sales and Services for May, 1945

On a seasonally adjusted basis, May should be a better month for retail sales and services than the very big April month. SM estimates the total volume at \$6,780,000,000, or a gain of 69% over the comparable 1939 month.

The 200 larger cities of the country are scheduled for a larger proportion of the Nation's retail volume (50.5% vs. 49.5% in April), and despite some slackening in war production, San Diego continues to lead the list with a city index figure of 373.0. The others among the 15 leaders in city index are, in order: Wichita, Kan., 350.3; Knoxville, Tenn., 290.2; Portsmouth, Va., 285.7; Honolulu, 283.0; Chester, Pa., 275.5; Oakland, Calif., 271.3; Evansville, Ind., 267.2; Mobile, Ala., 255.5; Tacoma, Wash., 253.8; San Jose, Calif., 250.0; Topeka, Kan., 246.0; Savannah, Ga., 245.4; Lansing, Mich., 245.0; Seattle, Wash., 240.6.



SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business

service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates

that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month of 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES (SM Forecast for May, 1945)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	169.0	100.0	\$6780.00
Alabama			
★ Mobile	255.5	151.2	8.45
★ Birmingham	173.0	102.4	19.50
Montgomery	140.0	82.8	4.60

(Continued on page 130)

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

JUST 15 DAYS TILL THE BIG STORY ON THE HEMPSTEAD TOWN MARKET...

MAY						
SUN.	MON.	TUES.	WED.	THUR.	FRI.	SAT.
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



See page 122, Sales
Management's Survey
of Buying Power, Issued
May 15



Hempstead Town's
High-Spot Cities esti-
mate of May retail
sales volume is
\$21,500,000—84.3%
above the same 1939
month.

Nassau Daily Review-Star

LONG ISLAND'S GREATEST NEWSPAPER

Published daily, except Sunday—4c a copy

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

National Representatives: LORENZEN & THOMPSON, INC.

New York — Chicago — St. Louis — San Francisco

Sales Management High-Spot Cities

(Continued from page 128)

RETAIL SALES AND SERVICES
(SM Forecast for May, 1945)

	City Index	City Index	\$ Millions
Arizona			
★ Tucson	210.2	124.4	9.50
★ Phoenix	197.5	116.9	4.85
Arkansas			
Fort Smith ...	160.5	95.0	33.80
Little Rock ...	153.4	90.8	9.25
California			
★ San Diego	373.0	220.7	25.61
★ Oakland	271.3	160.5	37.25
★ San Jose	250.0	147.9	8.35
★ Berkeley	218.5	129.3	6.35
★ Long Beach ..	211.0	124.9	19.50
★ Fresno	188.0	112.2	8.10
★ Los Angeles ..	183.3	108.5	127.50
★ San Bernardino	171.2	101.3	4.10
★ San Francisco..	170.3	100.8	47.75
Stockton	167.8	99.3	5.22
Pasadena	162.4	96.1	7.85
Santa Ana	153.7	90.9	3.90
Sacramento ...	140.1	82.9	9.53
Santa Barbara..	135.5	80.2	2.45

RETAIL SALES AND SERVICES
(SM Forecast for May, 1945)

	City Index	City Index	\$ Millions
Colorado			
Denver	150.9	89.3	27.10
Colorado Springs	140.3	83.0	3.40
Pueblo	116.5	68.9	3.00
Connecticut			
★ Hartford	180.4	106.7	19.30
Bridgeport ...	168.5	99.7	13.25
Waterbury	165.0	97.6	7.63
Stamford	148.5	87.9	5.25
New Haven ..	142.5	84.3	14.00
Delaware			
Wilmington ..	156.5	92.6	13.30
Dist. of Columbia			
Washington ..	153.5	90.8	73.50
Florida			
★ Tampa	227.0	134.3	7.11
★ Miami	208.7	123.5	22.75
★ Jacksonville ...	187.5	110.9	9.20
Georgia			
★ Savannah	245.4	145.2	6.70
★ Macon	216.0	127.8	4.35
★ Columbus	190.1	112.5	3.62
★ Atlanta	174.5	103.3	28.50
Albany	166.0	98.2	1.67
Augusta	154.0	91.1	4.50
Hawaii			
★ Honolulu	283.0	167.5	34.47
Idaho			
★ Boise	178.1	105.4	3.96

RETAIL SALES AND SERVICES
(SM Forecast for May, 1945)

	City Index	City Index	\$ Millions
Illinois			
★ Rockford	201.5	119.2	7.00
★ Chicago	190.2	112.6	200.00
★ Peoria	180.0	106.5	10.50
★ East St. Louis..	177.8	105.2	4.50
Moline-Rock Is- land-E. Moline.	140.6	83.2	5.65
Indiana			
★ Evansville	267.2	158.1	10.15
★ Fort Wayne ..	188.3	111.4	9.55
★ Indianapolis ..	170.4	100.8	29.50
Gary	153.5	90.8	6.48
South Bend ..	152.0	89.9	7.90
Terre Haute ..	151.2	89.5	5.45
Iowa			
★ Sioux City	180.7	106.9	5.60
Des Moines ..	165.3	97.8	12.83
Cedar Rapids ..	155.0	91.7	5.33
Davenport	155.0	91.7	4.95
Kansas			
★ Wichita	350.3	207.3	14.10
★ Topeka	246.0	145.6	5.65
★ Kansas City ..	190.6	112.8	9.10
Kentucky			
★ Louisville	185.8	109.9	23.90
Lexington	147.0	87.0	4.75
Louisiana			
New Orleans..	160.3	94.9	25.00
Shreveport	147.0	87.0	6.90
Maine			
Portland	161.3	95.4	7.40
Bangor	150.2	88.9	3.18
Maryland			
★ Baltimore	176.5	104.4	67.50
Cumberland ...	138.2	81.8	4.95
Massachusetts			
Holyoke	152.6	90.3	3.15
Springfield ...	152.6	90.3	12.75
Lowell	151.0	89.3	5.65
New Bedford..	151.0	89.3	5.83
Worcester	148.7	88.0	12.40
Fall River	142.3	84.2	5.70
Boston	138.7	82.1	61.50
Michigan			
★ Lansing	245.0	145.0	10.50
★ Jackson	239.1	141.5	5.90
★ Detroit	230.5	136.4	130.50
★ Battle Creek ..	175.5	103.8	4.60
★ Bay City	174.8	103.4	4.71
Kalamazoo	165.2	97.8	6.88
Flint	157.4	93.1	13.10
Muskegon	155.1	91.8	4.45
Grand Rapids..	155.0	91.7	13.65
Saginaw	147.8	87.5	6.40
Minnesota			
Minneapolis ..	153.4	90.8	45.00
St. Paul	150.2	88.9	22.10
Duluth	142.3	84.2	6.25
Mississippi			
★ Jackson	171.6	101.5	5.75
Missouri			
★ Springfield ...	183.7	108.7	4.05
★ Kansas City ...	174.0	103.0	32.50
St. Joseph ...	164.5	97.3	3.70
St. Louis	145.6	86.2	50.75

THESE NAMES MAKE NEWS IN FALL RIVER, MASS.

273 manufacturing concerns are located in highly industrialized Fall River. Here are a few of the names that make possible an INDUSTRIAL PAYROLL ALONE that exceeds \$50,000,000.00 yearly.

American Thread Co.
Cotton Thread and Yarns

Anderson-Little Co.
Men's and Women's Clothing

Arkwright Corporation
One of the country's largest
mfrs. of insect netting for the
Armed Forces.

Berkshire Fine Spinning Assoc.
Cotton Cloths

Firestone Rubber & Latex Corp.
Rubber and Plastics

Har-Lee Corp.
Ladies' Apparel

Pepperell Mfg. Co.
Shirting and Sheeting

I. Schneier & Son
Ladies' Underwear

A Compact, Urban Market, Completely Covered by One Newspaper

FALL RIVER HERALD NEWS

FALL RIVER, MASSACHUSETTS

Represented Nationally by KELLY-SMITH CO.

New York Philadelphia Chicago Detroit Boston Atlanta San Francisco

Shelburne Shirt Co.
Men's Shirts

Smart Set Frocks
Ladies' Dresses

Submarine Signal Co.
Marine Equipment

Cape Cod Shirt Co.
Men's Shirts

J. & J. Corrugated Box Co.
Corrugated Containers

Society Club Hats
Men's Hats

Elbe File & Binders
Filing Equipment

Little Dorothy Dresses
Children's Dresses

RETAIL SALES AND SERVICES
(SM Forecast for May, 1945)

City Nat'l \$
Index Index Millions

Montana			
Billings	156.6	92.7	3.50
Nebraska			
★ Omaha	180.4	106.7	16.00
Lincoln	135.2	80.0	5.12
Nevada			
★ Reno	176.1	104.2	3.80
New Hampshire			
Manchester ...	128.7	76.2	4.85
New Jersey			
★ Paterson	186.6	110.4	15.12
Passaic	165.4	97.9	6.67
Newark	165.3	97.8	40.00
Camden	150.2	88.9	8.50
Trenton	125.5	74.3	9.25
Jersey City- Hoboken	113.6	67.2	19.00
New Mexico			
Albuquerque ..	165.0	97.6	3.35
New York			
★ Elmira	193.0	114.2	3.80
★ Hempstead			
Twsp.	184.3	109.1	21.50
★ Schenectady ...	179.5	106.2	7.00
Niagara Falls..	167.8	99.3	5.12
New York ...	166.1	98.5	403.63
Binghamton ...	158.4	93.7	6.60
Jamestown ...	155.0	91.7	2.43
Rochester ...	154.9	91.7	21.75
Buffalo	147.9	87.5	31.05
Troy	138.1	81.7	3.80
Syracuse	130.4	77.2	13.15
Utica	130.4	77.2	5.95
Albany	117.5	69.5	8.21
North Carolina			
★ Durham	192.3	113.7	4.87
★ Charlotte	175.4	103.8	9.25
★ Asheville	173.2	102.5	6.10
Greensboro ...	151.9	89.9	4.75
Winston-Salem.	135.7	80.3	4.20
Raleigh	125.0	74.0	2.25
North Dakota			
★ Grand Forks ..	191.2	113.1	2.25
Fargo	150.0	88.8	3.38
Ohio			
★ Akron	223.0	132.0	19.25
★ Cleveland	195.3	115.6	72.78
★ Canton	190.5	112.7	8.30
★ Dayton	184.4	109.1	20.15
★ Toledo	175.5	103.8	20.50
Cincinnati ...	158.2	93.6	40.10
Springfield ...	155.0	91.7	4.65
Youngstown ...	150.2	88.9	13.10
Columbus	147.9	88.9	24.00
Zanesville	129.5	76.6	2.60
Steubenville ...	121.7	72.0	3.28
Oklahoma			
Muskogee	167.4	99.1	2.35
Tulsa	167.0	98.8	13.20
Oklahoma City.	162.7	96.3	19.25
Oregon			
★ Portland	223.0	132.0	42.00
Salem	162.8	96.3	3.05
Pennsylvania			
★ Chester	275.5	163.0	5.25
★ Erie	190.2	112.5	7.75
★ York	181.0	107.1	5.40
★ Pittsburgh	169.5	100.3	50.00

RETAIL SALES AND SERVICES
(SM Forecast for May, 1945)

City Nat'l \$
Index Index Millions

Pennsylvania (cont'd)			
Lancaster	167.5	99.1	6.03
Philadelphia ..	150.7	89.2	126.50
Wilkes-Barre ..	145.1	85.9	6.28
Allentown	143.0	84.6	6.85
Williamsport ..	140.9	83.4	2.93
Harrisburg	140.4	83.1	7.05
Johnstown	140.4	83.1	5.47
Scranton	130.2	77.0	7.33
Altoona	128.3	75.9	5.13
Reading	121.7	72.0	7.40
Rhode Island			
Providence	162.0	95.9	23.90
Woonsocket ..	150.3	88.9	3.00
South Carolina			
★ Charleston	181.2	107.2	5.08
★ Spartanburg ...	180.2	106.6	3.85
Greenville	167.5	99.1	5.10
Columbia	152.4	90.2	4.97
South Dakota			
★ Sioux Falls ...	175.6	103.9	4.20
Tennessee			
★ Knoxville	290.2	171.7	10.75
★ Nashville	169.4	100.2	10.55
Chattanooga ...	159.1	94.1	8.50
Memphis	151.3	89.5	21.60
Texas			
★ Fort Worth ...	217.5	128.7	15.10
★ Beaumont	195.3	115.6	4.48
★ Houston	194.5	115.1	31.50
★ Austin	191.7	113.4	4.70
★ Dallas	185.0	109.5	27.45
★ Corpus Christi.	177.6	105.1	6.43
★ San Antonio ..	174.0	103.0	15.15
El Paso	165.3	97.8	5.00
Waco	164.6	97.4	3.72
Wichita Falls..	157.4	93.1	2.91
Galveston	143.6	85.0	4.85
Utah			
★ Ogden	192.2	113.7	4.80
Salt Lake City.	145.0	85.8	14.75
Vermont			
Burlington	125.0	74.0	2.60
Virginia			
★ Portsmouth ...	285.7	169.1	2.95
★ Newport News	208.5	123.4	4.70
★ Norfolk	200.2	118.5	11.65
★ Richmond	185.0	109.5	19.40
Roanoke	132.0	78.1	5.75
Lynchburg	123.4	73.0	3.90
Washington			
★ Tacoma	253.8	150.2	12.20
★ Seattle	240.6	142.4	45.25
Spokane	165.5	97.9	12.30
West Virginia			
Huntington ...	167.5	99.1	5.65
Charleston	144.7	85.6	7.45
Wheeling	120.6	71.4	4.60
Wisconsin			
★ Superior	212.8	125.9	2.45
★ Milwaukee ...	205.0	121.3	41.70
★ Manitowoc ...	181.8	107.5	2.05
★ Madison	171.5	101.5	6.50
★ Sheboygan	169.1	100.1	3.35
La Crosse	149.7	88.6	2.90
Green Bay ...	145.0	85.8	4.85
Wyoming			
★ Cheyenne	185.7	109.9	2.40

Is Your Product A Proprietary?

"WHILE national advertising copy is running, our stores get an unexpected increase for these items far in excess of their normal sales ..."

"WE would therefore appreciate it if you would advise us in advance if you are planning to run any patent medicine ads, so that we can see to it that our stores have a sufficient stock on hand to take care of this expected increase ..."

We quote, with permission, from an unsolicited letter sent us by Mr. L. Salmanson of Adams Drug Co., Inc., a regular local advertiser.

Shall we notify Mr. Salmanson and our other druggists that YOUR copy is running?

THE WOONSOCKET CALL AND EVENING REPORTER Woonsocket, R. I.

Representatives:
Gilman, Nicoll & Ruthman

No Current Rationing Of
National Advertising

ONEIL

Serving America's largest manufacturers for over 15 years through design of products in many fields, we have acquired a thorough appreciation of consumer requirements, as well as for the problems that confront management and industry today.

On all phases of sales promotion wherein appearance, color and style can be made to create prestige, we offer a fresh point of view to established firms interested in learning, at no obligation, how a common sense and skillful performance can be economically coordinated with their plans for maintaining leadership. Write for Brochure (S) on your letterhead.

WILLIAM O'NEIL
and Associates

INDUSTRIAL DESIGN
11 EAST 44TH STREET, NEW YORK 17, N. Y.

Comment

BY RAY BILL

THE LAW OF INTELLIGENT ACTION. Open-minded business leaders are always looking for any help that will further improve standards of performance in any phase of their business, but the strange variety of aids that are offered in this connection are bewildering. One psychologist has compiled a bibliography of mental test and rating scales, and finds that 85 different authorities have developed eight or more tests, and this scales down to 2,159 men who quite modestly have been satisfied with only one test. It isn't surprising that business executives are confused when they contemplate the practical use of psychological or vocational tests.

In a new book, "The Law of Intelligent Action," (Harper & Bros.) William J. Reilly attempts to clear up the confusion surrounding the use of tests in industry, to indicate how tests can safely be used in industry, and to reduce proved scientific methods for judging people to simple truths that can be understood and used by the average executive.

Bill Reilly has a Ph.D. attached to his name, but he is short-haired rather than long. In addition to being the organizer and director of the National Institute for Straight Thinking, he has been an advertising agency executive and a top advertising salesman for the *American Weekly*.

Intelligent action, according to him, can be defined as follows: "A person can be said to act intelligently in any given environment whenever he satisfactorily solves the problems of that environment." From this, he proceeds to a statement of what he calls the Law of Intelligent Action. This he expresses as follows:

"When a person is confronted with a problem, the intelligence of his action is dependent on three primary factors:

1. His *desire* to solve the problem.
2. His *ability* to solve it.
3. His *capacity* for handling the *human relations* involved."

While some readers will be inclined to quarrel with Dr. Reilly over his use of the word "law" and will say that, as compared with the law of gravity, for example, his definition covers an art or theory, and not a law. Nevertheless, he develops his thesis in a practical common sense method, with many examples and analogies to explain such subjects as the seven types of people, what makes people afraid, what to look out for in introducing tests, how to boost your batting average in judging people, how to train employees to act more intelligently, how to select and train successful salesmen, and how to give your "declining" executives new life.

One of the best chapters in the book is on how to analyze your jobs. Most honest sales executives will admit that one of the things most often lacking in their method of selecting and training salesmen is a sound and thorough evaluation of the job. There is a tendency inherent in most of us to pick a man rather than to pick a man for a specific

job. Dr. Reilly uses his law of intelligent action to break down the desirable qualities which a sales engineer should have in a given company. *Abilities* required cover the observation of conditions surrounding the use of manufacturers' products in the plant, the best possible solution involving the use of the products to meet the need, orderly thinking in the presentation of the best possible solution. Under *desire* he found three important factors: that a candidate desires to work at this kind of job, that he should desire to improve his standard of living rather than just get along on his present income without exerting himself too much, and that a reasonable percentage of candidates should desire to get into sales supervisory and executive work.

On the score of *human relations*, the salesmen for the company must have the capacity for getting others to accept them as experts, they must enjoy working with and serving the kinds of people commonly found in industrial establishments, and they must have the capacity to open a closed mind, gain confidence, and win belief.

STATE ADVERTISING LEGISLATION. It requires 292 pages—generous-size pages—to summarize the state laws governing advertising. This new book, "State Advertising Legislation," was prepared by Burt W. Roper, legal analyst of the Bureau of Foreign and Domestic Commerce, under the supervision of Wilford White, Chief of the Special Studies Unit, Division of Small Business.

Our friend and contemporary, *Printers' Ink*, cooperated in the preparation and publication of the study. That magazine pioneered many years ago in the preparation of the *Printers' Ink Model Statute* which has been adopted with only slight changes by 27 states.

The original survey of state laws and the publication of the book resulted from thousands of inquiries which poured in to Washington departments as to what may and may not be said in printed and oral advertising in states and sub-divisions. All states, with the exception of Kansas, Nevada, North Dakota, and the District of Columbia, have some sort of specific legislation relating to the advertising of alcoholic beverages. While the beverage laws are greater in number and variety than those for any other products, many other specific products have been subjected to special laws. Statutes relating to agricultural products constitute one-third of the laws in the specific commodity category. Did you know, for example, that approximately one-fourth of the states have laws governing the advertising of second-hand watches, that the advertising of one profession, dentistry, is regulated by all states, that one-half of the states provide for comprehensive regulation of outdoor advertising, and many states set up licensing controls?

The book will be of special value to manufacturers of new post-war products. A careful study by old advertisers will likewise save them time and labor and frequent embarrassment. Copies are available, price \$2.50, from either *Printers' Ink* or the Department of Commerce, Washington 25, D. C., or any of its field offices.